

FINANCIAL TIMES

Europe's Business Newspaper

TUESDAY JANUARY 24, 1994

Page 1

Aeroflot break-up
attacked as 120
die in air crash

Russian pilots' union head Alfred Malinowski called for "an end to the mess" in the domestic airline industry after all 120 people on board a Tupolev Tu-154 airliner died when it caught fire and crashed shortly after taking off for Moscow from Irkutsk in Siberia. Although no cause for the engine fire which led to the crash has been established, Mr Malinowski said that since the break-up of Aeroflot into 160 local carriers, safety checks had been weakened and pilots had little control over the overloading of aircraft. Page 12

Mussolini warns Arafat King Hussein of Jordan said PLO chairman Yasser Arafat had one "last chance" to sign an agreement on Jordan's economic role during transitional Palestinian autonomy in the occupied territories before Jordan held talks with Israel. Page 3

Saudi pledge eases pressure on Riyadh Saudi Arabia's promise to cut government spending by 20 per cent in 1994 has eased pressure on the rial and prompted a 1.5 percentage point fall in interbank rates. Page 12

Japan shelves Boeing venture Japan is to suspend its joint airliner development project with US aerospace group Boeing because of the pressure on costs imposed by the weakness of demand from airlines. Page 12

All-Share classification revised

Today's stock market trading will be the first to be reported under the revised FT-SE Actuaries classification of industry sectors. The traditional All-Share categories have been given their first thorough overhaul in two decades. From tomorrow the new arrangements will also apply to the FT's share price listings. Guide to the system, Page 22; Details, Pages 28 and 29

Six killed in Sarajevo Six people were killed and about 20 wounded, including four children, as shells pounded Serb-besieged Sarajevo. Belgrade stock market struggles against odds, Page 2

Airline freezes pay Italian state airline Alitalia froze the wages of its flying crew pending agreement with unions intended to move the loss-making group back into profit.

Tokyo businesses seek reforms Japanese business organisations called for financial reforms to ensure the economy's long-term health, while a survey of executives found that most expect an economic recovery by early next year. Page 4

US drug sales approved Drugs with potential annual sales of hundreds of millions of dollars were approved for sale in the US by the country's Food and Drug Administration. Success in the US market is essential to the fortunes of a new drug. Page 4

Investors keen on US retailing takeover Shares in Federated Department Stores of the US and bonds in R.E. Macy rose as Wall Street reacted to news that Federated wants to take over rival stores group Macy's through a bank-rupee court manoeuvre involving the purchase of Macy's debt. Page 13

CCF plans capital increase French banking group CREDIT COMMERCIAL DE FRANCE unveiled plans for a FF1.3bn to FF1.5bn (\$220m to \$250m) capital increase. Page 13

Sweden delays bridge decision Sweden put off a decision on whether to approve construction of a 17km bridge between Sweden and Denmark after continued wrangling over the project within the four-party coalition government. Page 2

Toys "R" Us, US children's retailing chain, said sales in the crucial Christmas shopping period were slightly better than expected. Page 15

Apple plans online services Apple Computer, the personal computer manufacturer, plans to develop a global online service called eWorld that will be a key element in its strategy to increase profits after a troubled year. About 70 companies, including news agencies and publishers, have agreed to offer content to eWorld. Page 15

Floods hit southern France Rivers in southern France burst their banks as floods that have forced hundreds of people from their homes spread from the north of the country.

Chief price changes yesterday

FRANKFURT (DM)		Paris		London	
Alcatel	280	+ 17	Elf	214	+ 14
Bayer	280	+ 27	Elf	214	+ 14
Boehringer	280	+ 10	Elf	214	+ 14
Chemie	280	+ 10	Elf	214	+ 14
Deutsche Bank	280	+ 10	Elf	214	+ 14
Deutsche Telekom	280	+ 10	Elf	214	+ 14
Deutsche Telekom	280	+ 10	Elf	214	+ 14
Deutsche Telekom	280	+ 10	Elf	214	+ 14
Deutsche Telekom	280	+ 10	Elf	214	+ 14
Deutsche Telekom	280	+ 10	Elf	214	+ 14

London and Tokyo closed, New York prices at 12:30

STOCK MARKET INDICES		STERLING	
Tokyo Nikkei	14,000	New York Dow Jones	1,475
New York Dow Jones	1,475	New York S&P 500	1,475
Dow Jones Ind. Ave.	1,475	New York S&P 500	1,475
S&P Composite	1,475	New York S&P 500	1,475
US DOLLAR		New York S&P 500	1,475
FRANKFURT (DM)		New York S&P 500	1,475
Alcatel	280	New York S&P 500	1,475
Bayer	280	New York S&P 500	1,475
Boehringer	280	New York S&P 500	1,475
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Markets across
world surge ahead
to hit record levelsBy Michael Morgan in London
and Louise Lucas in Hong Kong

Stock markets in Europe and south-east Asia have begun the new year in the same record-setting style with which they saw out 1993.

Bourses in Frankfurt, Paris, Zurich, Amsterdam, Madrid, Brussels and Stockholm rose to record highs. London returns today after the new year break.

The surge in European stock markets stretched from the fledgling markets of Athens and Istanbul, in the south, to Vienna and Warsaw in central Europe.

Hong Kong led the Asian advance with a 1.7 per cent rise, while new peaks were set in Singapore, Kuala Lumpur, Seoul, Manila and Jakarta. Bombay and Karachi completed the record-breaking run in Asia.

The recent sustained rise in Asian and European markets has been underpinned by outflows of money from the US, where many investors believe equity markets have less potential for growth than those abroad.

In contrast to the surge elsewhere, Wall Street was subdued yesterday. The market there largely ignored a positive report from the National Association of Purchasing Management and

instead took its lead from a weak bond market. At noon, the Dow Jones industrial average was 5.31 lower at 3,748.78.

A surge in US demand for German stocks helped Frankfurt's DAX index up 1.30 to 2,267.98 after an early, 30-point fall, in a show of confidence that many traders believe the market still has further potential to rise.

Some investors were also building their hopes that Thursday's meeting of the Bundesbank Council will cut interest rates. However, many analysts believe that the authorities are unlikely to act this week, with some German financial centres closed on Thursday for the Epiphany holiday.

Paris picked up after a quiet start, the CAC-40 index adding 22.34 to 2,290.56, while Amsterdam was led higher by technical considerations in otherwise quiet conditions. The new AEX index made its debut yesterday, having replaced the EOB index, and traded at 420.37, up from a rating of 414.27 last Thursday.

Mr Frederick Hasselauer, an analyst at Bank Sal Oppenheim in Zurich, confirmed that European markets were being spurred higher by inflows of US money. He said: "US fund managers... are buying in the Euro-

pean markets, because it is the current trend."

With the Tokyo market closed, Hong Kong remained the main Asian focus for buying by foreign investors. US institutions continued to fuel the market's rise, which saw turnover of more than HK\$9.2bn (\$305m) during the session, compared with HK\$7.4bn last Friday.

The Hang Seng index, which rose by 115 per cent in 1993, added 198.10 to close at 12,066.49. Many traditionally superstitious Chinese investors had seen the Hang Seng's final tally for last of 11,888.39, as a good omen: the Cantonese equivalent of "three eights" is taken as a portent of growth and prosperity.

A break through the 12,000 level in the Hang Seng had been seen as inevitable after the market's recent surge but many analysts had not expected the barrier to be breached until the run-up to the Lunar New Year, which this year runs from February 10-18.

Yet even at the market's current levels, many investors are reluctant to take profits, setting their sights instead on a further rise in the Hang Seng to the 14,000 level.

Market reports, Page 19

Reich sees 2m new jobs
as US economy growsBy Michael Prowse
in Washington

US companies will create 2m jobs this year, Mr Robert Reich, labour secretary, predicted yesterday as another batch of statistics confirmed that the economy ended last year on a strong note.

Spurred by increases in new orders, the purchasing managers' index - a closely watched barometer of the health of manufacturing - rose from 55.7 per cent in November to 57.9 per cent last month, the highest level for nearly a year. Readings of above 50 indicate the manufacturing sector is expanding.

Separately, the Commerce Department said that construction spending rose 1.8 per cent between October and November, a larger increase than most analysts had expected.

Construction spending was up nearly 11 per cent in cash terms

from the same period in 1992, having risen for seven consecutive months.

Mr Reich said that most of the jobs created this year would be in service industries, with the bulk in managerial and professional services. There would also be lower-paid openings in restaurant and hotel services.

A net increase of 2m jobs would represent an increase in employment of a little less than 2 per cent, roughly in line with job creation last year, which was also concentrated in services.

Mr Reich said that although jobs would be in "abundant supply", growing disparities in skill levels would prevent many workers taking advantage of new opportunities. Encouraging job training would be a priority for the administration this year.

Mr Robert Bretz, a spokesman for purchasing managers, said the gain in the purchasing index

reflected a strong rise in new orders. The index for new orders rose to 66.7 per cent against 64.8 per cent in November, one of the highest readings in 10 years.

However, he warned that continued rapid expansion in manufacturing was not assured. It would be "challenging to sustain current growth rates, let alone exceed them". Yesterday's figures followed other robust data indicating economic growth accelerated in the fourth quarter to an annual rate of 4.3 per cent.

However, many economists expect growth to moderate to a more sustainable 3 per cent this year because consumer spending has outstripped personal income.

Mr George Eads, chief economist at General Motors, yesterday warned the Federal Reserve not to "overreact" to signs of faster growth by raising interest rates.

Yeltsin pledges tough foreign
policy to please right wing

By Leyla Boulton in Moscow

President Boris Yeltsin of Russia will adopt a more assertive foreign policy following the defeat of radical reformers in last month's parliamentary elections, Mr Yeltsin's spokesman said yesterday.

The president's priorities for 1994, set out by Mr Vyacheslav Kostikov, underline Mr Yeltsin's intention to try to accommodate the hardline nationalism of the majority in the new parliament. The tough foreign policy line will be combined with continuing market reforms.

Mr Kostikov told Itar-Tass news agency: "Undisputed emphasis in foreign policy will be given to protection of Russia's national interests and the rights of Russians and Russian-speaking people... on the basis of pan-national solidarity."

The far right and nationalists have campaigned for the protection of ethnic Russians living abroad. About 20m Russians live outside Russia in other former

Soviet republics. Some have been deprived of the vote and of the right to sell their housing, or have felt threatened in their jobs.

Mr Kostikov added that the Russian leader, armed with sweeping new powers to override parliament if necessary, was prepared to co-operate with deputies "who are interested in the protection of Russia's interests and the promotion of reforms".

But he warned that such co-operation with the new parliament would depend on its respect for the new constitution and its ability to "draw lessons from previous experience" - an unmistakable reference to the old parliament, shelved out of existence on October 4 after a protracted power struggle with Mr Yeltsin.

On economic policy, Mr Kostikov said: "Securing financial stabilisation, lowering inflation, strengthening the rouble and support for healthy production forces will be among the priorities of economic policy next year."

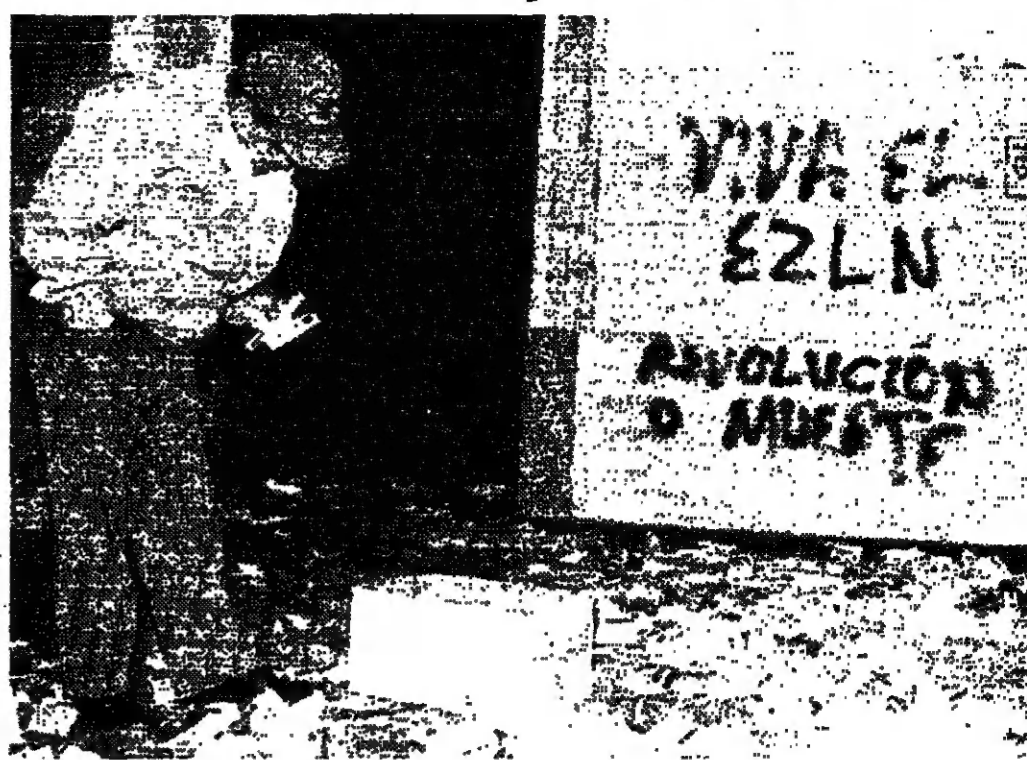
But Mr Sergei Vasiliev, a radical economist who heads the government centre for monitoring economic reform, yesterday sounded a note of alarm over prospects for further progress. He said that the electoral success of Mr Vladimir Zhirinovskiy, the neofascist, would frighten away investors, including Russian ones, and promote further capital flight.

"In the next two years no large scale foreign investment will come to Russia," he told the Russian Information Agency, referring to the uncertainty which is likely to prevail until new parliamentary and presidential elections due in 1996.

Mr Vasiliev also expressed doubt, given the pressure from parliament dominated by nationalists and communists, that Russia would achieve a standby agreement with the International Monetary Fund. Russia's Choice, the radical reform alliance, drew up plans for such an agreement.

Continued on Page 12

Mexican forces pursue rebels



Documents and debris are strewn outside a local government building in San Cristobal de las Casas after the town was abandoned by armed rebels and reclaimed by Mexican federal forces. Report, Page 3

US bank 'accepts intervention was necessary'
J.P.Morgan differed with
authorities over BanestoBy John Gapper in London
and Peter Bruce in Madrid

J.P. Morgan, the US bank that advised Banco Espanol de Credito (Banesto) before the Bank of Spain ousted its management last week, thought that Banesto was in a better financial condition than the Spanish government has claimed, according to an unpublished official document.

The document prepared by the central bank to justify its sudden intervention, shows that J.P. Morgan believed that Banesto's assets had been over-valued by at most Ptas372bn (\$2.61bn). This is Ptas131bn less than the Bank's estimate of a Ptas500bn over-valuation, disclosed last week.

The Bank last Tuesday imposed a new management at Banesto, Spain's fourth-largest bank with assets of Ptas7,000bn. The intervention is not thought to have been expected by Morgan, despite the fact that it had been sharing information with

the Bank about Banesto.

Morgan executives are believed to accept that the Bank's action was justified when Banesto's share price fell sharply and a run on deposits began. However they had thought until then that Banesto could absorb a gradual Ptas372bn downward revaluation of its assets if it raised extra capital to compensate.

Morgan, which had invested \$175m of its own and other investors' capital in Banesto through its Corsair investment fund, wrote to Mr Luis Angel Rojo, governor of the Bank of Spain, hours before the intervention to express confidence in Mr Mario Conde, Banesto's president.

The over-valuation of assets was discovered by Bank of Spain inspectors in an audit which ran until September. Morgan thought Banesto could raise capital to cope through measures including a bond issue and the sale of half its controlling stake in Banco Totta y Acores of Portugal.

The document shows that the Bank believed Banesto's loans were over-valued by Ptas 233bn following rapid growth in loans 1988 and 1991. It also estimated that there was a Ptas68bn pension fund shortfall, and a Ptas1bn over-valuation of La Corporacion, its industrial holding company.

The other over-valuations listed by the Bank of Spain in the document were Ptas2bn relating to an equity portfolio, Ptas2bn for Banesto's 50 per cent holding in Oasis International Group, listed in Banesto's accounts as a hotel company, and Ptas35bn over-valuation of capitalised costs.

Banesto and J.P. Morgan gave lower estimates for each category. They were: Ptas166bn for loans, Ptas52bn for La Corporacion, Ptas5bn for the pension fund shortfall, Ptas1bn for the equity portfolio, Ptas3bn for capitalised costs and Ptas15bn for Oasis International Group.

Continued on Page 12

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NEWS: INTERNATIONAL

Reduction follows government pressure for lower costs

French banks cut base rates

By John Riddling in Paris

France's leading commercial banks yesterday announced they would trim their base lending rates by 0.5 percentage points, from 8.15 per cent to 7.65 per cent. The cuts will take effect tomorrow.

The reductions reflect a steady decline in money market rates and follow a series of cuts in official borrowing costs. The Bank of France has low-

ered the intervention rate, the floor for money market interest rates, six times since last July's European currency crisis. The latest cut, at the beginning of December, reduced the intervention rate to 6.2 per cent.

Yesterday's announcements of base rate cuts, which include Banque Nationale de Paris, Société Générale, Crédit Lyonnais and most of the other principal high street banks, fol-

lows pressure from the government. Mr Edmond Alphandery, the economy minister, has called for commercial banks to pass on more quickly the reduction in official borrowing costs.

Economists in Paris said that banks' base rates should continue to fall as money market rates and official borrowing costs were reduced further. They said that lower base rates, which provide a refer-

ence for most consumer credit and loans to small and medium-sized industry, would help to revive France's stagnant economy.

Market interest rates have fallen over the past few months, particularly at the long end of the bond market. Ten-year government bonds, for example, are currently yielding about 5.6 per cent, compared with about 6 per cent at the end of November.

Paris to probe schools' safety

By David Buchan in Paris

The French government will shortly launch an inquiry into physical safety in the country's state schools, in an attempt to defuse allegations that it is favouring private over public education.

The conservative government sparked a row with President François Mitterrand and other Socialist politicians when, in the pre-Christmas legislative rush, it scrapped an 1850 law which limited local authorities to funding only 10 per cent of the construction and repair of private schools, which in France are mainly Catholic.

Some 70,000 people, many of them teachers, protested against the action on December 17, and a similar national protest is planned for January 16. Socialist deputies have asked the constitutional court to rule on the move, complaining that it will drain money from state education.

Through the inquiry, which is expected to recommend that more money be spent on state schools' infrastructure, the government hoped to show "it is not robbing the public sector for the benefit of private education", an official of Prime Minister Edouard Balladur said yesterday.

But a Socialist spokesman said there was ample evidence already on the state of safety in public schools, and any inquiry should be directed at how a government commission managed to conclude last month that half the country's private schools were physically dangerous.

Belgrade stock market struggles against odds

By Laura Silber in Belgrade

Amid the Serbian nightmare of hyperinflation, sanctions and war, Mr Brankislav Cosic struggles to keep open the Belgrade stock exchange.

No stocks have changed hands for more than a year, explains Mr Cosic, the exchange's director. In fact, there are only two companies listed on the exchange because war scuppered the country's privatisation plans.

Instead, between 400 and 500 companies each day try to beat rising prices by trading commercial paper denominated in dinars, the national currency. But Mr Cosic fears that with inflation at 1m per cent last month, they face an impossible task.

"By the middle of January we will have to stop operations. There will be no more point in trading in dinars," he says.

The economic chaos, brought on by nearly three years of war and 21 months of United Nations sanctions, has forced the stock market to adapt to such an extent, jokes Mr Cosic, that "we are planning to sell our know-how to the west".

The stock market has been tailored to cope with the inflation rate of 25 per cent an hour; trading, for example, takes place on Saturdays. "People invest in securities to pro-

tect their money from inflation, even for a couple of days," says Mr Brankislav Jorgic who, with Mr Cosic, was one of the founders of the exchange, which opened in 1989.

Annual turnover last year amounted to DM110m (\$63.9m), down from DM175m in 1992, while the number of transactions soared to 9,000, from 1,600. However, daily turnover is falling, hovering below

DM20,000 in December.

Some companies use their dinars to buy hard currency at the black market rate, selling it later at the higher official rate.

A fraction of the population of Serbia and Montenegro, which comprise the rump Yugoslavia, has grown rich from war profiteering and by violating sanctions, which include an oil embargo.

Last year Mr Jorgic opened his own brokerage firm, switching sides to join about a dozen traders at the banks of computers and telephones in the gleaming offices of the exchange, or Berza. "You can earn more money here than in western countries. But you are facing great risks," he says.

In addition to "wrong government policies", Mr Cosic blames UN sanctions for the market's woes as they mean ties are severed with international financial organisations. Mr Cosic and his team hope the government will swiftly implement a stabilisation programme.

But Mr Jorgic puts it bluntly: "If the war continues, I cannot see any future for the stock exchange. But if it stops, and the UN lifts sanctions, then the exchange and my company have a chance... otherwise I'll change jobs and start trading in petrol or other goods."



Bosnian Serb soldiers load grenades near the Muslim-controlled town of Gorazde

Sweden delays bridge decision

By Hilary Barnes in Copenhagen

Sweden yesterday put off a decision on whether to approve construction of a 17km bridge between Sweden and Denmark after continued wrangling over the project within the four-party coalition government.

The decision threatens the cohesion of the government, headed by Moderate (Conservative) party leader Carl Bildt, nine months before a general election, due on September 18. "We are quite simply not ready," Mr Bildt said yesterday after a two-hour cabinet meeting to discuss the bridge, which would be the first permanent link between Sweden and continental western Europe. Hundreds of demonstrators opposed to the bridge protested outside the meeting.

"A decision can probably not be expected before Thursday of next week," Mr Bildt added.

The bridge is opposed on environmental grounds by the coalition Centre party, led by Mr Olof Johansson, minister for the environment. He is under pressure from sections of his party to pull out of the coalition if the government decides the bridge should be built. If this happened the government would have to resign, although Mr Bildt could be asked to form a new coalition.

Sweden and Denmark have signed a treaty which commits the two states to build the road-and-rail bridge by the year 2000 at a cost of about SKr12bn (\$1.45bn). It will cross the Oresund (the narrow strait separating Denmark and Sweden) between the Danish capital of Copenhagen and the southern Swedish city of Malmö.

The Centre party has made it a condition for approving construction that the flow of water through the Oresund is not reduced.

Treuhand chief outlines aims

By Judy Dempsey in Berlin

The Treuhand agency charged with privatising east German business has secured contracts committing DM184bn (\$106.9bn) in investment and guaranteeing 1.6m jobs, the agency said yesterday. It has sold 11,700 enterprises.

However, in the course of fulfilling these contracts the jobs figure could fall to 921,000 permanent posts, while investments could be reduced to DM100bn, according to Mrs Birgit Breuel, the agency's president.

Depending on the contract, an investor can gradually reduce the workforce, ending up with a final, permanent, figure agreed with the Treuhand. Mrs Breuel said implementation would be monitored by a management holding company, or VRA, in which private investors would be able to hold stakes of at least 25 per cent.

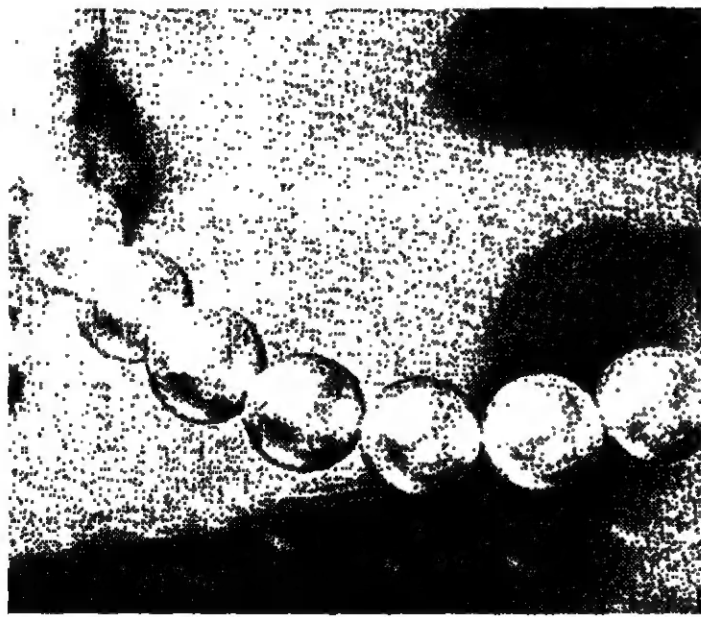
In assessing the agency's tar-

gets for the next 12 months, Mrs Breuel told a news conference she was convinced the Treuhand had set up "the framework for the economy in eastern Germany". She said its main task this year would be privatising the remaining 265 enterprises, which employ about 100,000 people, or 2 per cent of eastern Germany's labour force.

Seventy-three of these enterprises have already been hived off to five management groups, whose western German managers will restructure them before sale. The agency will try to restructure and sell by the end of the year the remaining 193 enterprises.

However, Mrs Breuel could not confirm the level of subsidies required to prepare the enterprises for privatisation and keep the workforces employed. But she confirmed that by the end of 1994 the Treuhand would have spent DM275bn and earned DM68bn from sales.

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Letter to Bank of Spain governor

The following is the text of a letter, dated December 27 1993, from Mr Roberto C. Mendoza, vice-chairman of J.P. Morgan, to Mr Luis Angel Rojo, governor of the Bank of Spain.

Dear Mr Governor, In connection with discussions I understand that you have had with D Mario Conde, chairman of Banco Espanol de Credito, I am writing to confirm that:

1. J.P. Morgan has assisted Banesto in developing a plan to deal with certain accounting and asset quality issues; fully supports both the spirit and particulars of the plan; and believes that it can be implemented successfully;

2. Subject to market conditions, J.P. Morgan intends to lead manage the underwriting of a \$400m convertible subordinated debt issue for Banesto during the second quarter of 1994 and believes that, following the announcement of Banesto's plan and related charges, the issue should be successful;

3. J.P. Morgan believes that, if necessary, Banesto could sell half of its stake (or approximately 25 per cent of the outstanding shares) in Banco Totia y Apores during the first or second quarter of 1994 and J.P. Morgan would be pleased, subject to market conditions, to lead manage the underwriting of the sale of such stake; and

4. J.P. Morgan supports Banesto's current management and believes that Banesto's prospects for future profitability are strong.

J.P. Morgan has assisted Banesto in developing a written presentation of its plan, and this... has been reviewed by the senior management of J.P. Morgan in our role as financial adviser to Banesto. I would welcome the opportunity to provide you with a copy of that presentation and to discuss with you in person why J.P. Morgan believes Banesto's proposed plan is feasible and in the best interests of Banesto, its shareholders and the Spanish banking system.

Poles see role for Russia in expanded Nato

By Ariane Genillard in Bonn and Judy Dempsey in Berlin

Mr Andrzej Olechowski, Poland's foreign minister, wants Nato to set up a mechanism which would eventually enable east European countries to obtain full membership of the defence grouping.

But he warned that Russia should not be isolated from the process. There could be no European security "without the inclusion of a functioning democratic Russia", he said.

"A democratic and strong Russia would be the strongest guarantee of peace and stability in Europe."

Mr Olechowski's remarks came during an official visit to Bonn, and were detailed in an article in the liberal Frankfurter Rundschau daily newspaper.

He said the "partnership for peace," the US-sponsored plan which envisages more co-operation with the countries of eastern Europe, did not go far enough in providing them

with eventual guarantees of security. "We understand that we cannot become Nato members overnight," he said. "But we expect that the partnership for peace is constructive in such a way that countries which went through a certain process would eventually attain to full membership."

The plan, he said, fell short of such expectations. Mr Klaus Kinkel, Germany's foreign minister, said Bonn would act as Poland's "defence lawyer" during next week's Nato summit.

"Because of our geographical situation following reunification... we have a particular responsibility and we bear this. We have a particular understanding of the countries of eastern Europe in terms of security needs," he said.

But Mr Kinkel, in contrast to the federal Defence Ministry which favours faster integration into Nato of east European countries, said "a balanced and cautious procedure" on the issue of membership was needed.

Australian contracts for Alcatel

Alcatel, the French telecommunications group, yesterday announced it had won contracts in Australia to modernise the country's telephone switching network and to provide two new international exchanges, writes John Riddling in Paris.

The contracts for the switching systems comprise equipment for more than 5m of the 8.5m lines involved in Australia's telephone modernisation project. The value of the contract is about A\$1bn (US\$680m). The contract for the two exchanges, worth about A\$30m, was concluded with Telstra, the international arm of Telecom Australia.

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Alan Cane assesses the impact of Thomas Watson Jr who died on New Year's Eve

The man who keyed IBM into computers

By his own account, the course of Thomas Watson Jr's life changed irrevocably in the spring of 1945. He had invited General Follett Bradley, whose aide-de-camp he had been during the second world war, to dinner. The two men were close friends and Bradley asked the 31-year-old Watson what he intended to do in peace-time.

A natural and enthusiastic flyer, Watson replied that he had a job lined up as a pilot with United Air Lines. Bradley, puzzled, replied: "Really? I always thought you'd go back and run the IBM company."

It was a reply that surprised nobody but, it seems, Watson himself. The eldest son of Thomas J. Watson, the self-willed, self-educated, hard-driving businessman who created International Business Machines in his own inflexible image, everybody around him knew he was destined from birth to run one of the world's most significant business empires.

As a gawky 13-year-old, he was photographed with his father on their way to an IBM sales convention, both wearing the staid and sombre garb that Watson Sr encouraged his armies of salespeople to adopt. When himself a junior salesman, aged 26, he filled his entire year's quota on the first day of the year, thanks to a single order from US Steel Products.

But Watson Jr knew his progress at IBM was a consequence of his father's position rather than his own ability and his early years with the company were marked by anger, humiliation and frustration. "Throughout his life he was haunted by the belief that he would never fill his father's shoes, nor match the old tyrant's expectations of him. The story of his battle for inde-

pendence and self-fulfilment is movingly told in his autobiography "Father, Son & Co" published in 1990.

Tom Watson's lasting memorial, however, and one that owes nothing to his father, is that IBM is today acknowledged as the world's largest computer company; it was due to his foresight that IBM moved in the 1950s from electromechanical punched-card tabulators to electronic computers. It was his courage and resilience which held the ring while IBM was fighting the hugely expensive battle in the 1960s to establish the System/360, later to become the world's most successful family of mainframe computers.

Those who knew the Watsons well believe that IBM would inevitably have moved into computers - Watson Sr could not bear the thought that any other company could build machines better than his own - but that without Tom Jr's perseverance, the company would have had to recover ground lost to the likes of Remington Rand and would never have been able to dominate the market through the 1970s and 1980s in the way it did.

With hindsight, indeed, it is likely IBM would not have lost its way so badly in the early 1960s if it had had a leader of equivalent vision and courage prepared to cut ties with the past and invest in the future to exploit fully the personal computer revolution.

Tom Watson was born in 1914 when his father was already 39. He was followed by two sisters, Jane and Helen, and a brother, Arthur, known for most of his life as Dick. Watson planned to have two sons to inherit his empire and Dick was eventually given control of IBM World Trade, IBM's operations outside North America. He died in 1974 aged 55 after a fall when recuperating from a heart attack.

Tom Jr's youth and early manhood were spent in hedonistic attempts to escape the inevitable. Tall and handsome, he was a poor student but a good sportsman with a special aptitude for yachting and skiing. Shortly after arriving at Brown University in Rhode Island he learned to fly. Some might see psychological significance in Tom Jr's enduring love of aircraft and his skill as a pilot. His father had a pathological fear of flying. It was an area that was Tom's alone. He had nothing in common



Thomas Watson Jr: haunted by the belief that he would never fill his father's shoes

with the ordinary businessman progressing through a company. Every step was preordained and overseen by his father.

Tom Sr wanted to see his children do well so he could bask in the reflected glory: at the same time, he had no intention of allowing them to take away any of his own prestige. When, in 1955, Tom Jr appeared on the front cover of Time magazine - something his father had never achieved - to mark the gathering pace of the computer revolution, he felt forced to write an apologetic note to soften the blow. "It was a sincere but clumsy attempt to reassure him, though I doubt it made him feel any less upstaged. He didn't talk to me about the article at all. He never said 'Great going' and I never brought it up," Tom wrote later.

He became a military pilot despite having been turned down for the Air Corps because of defective eyesight. Here the Watson stubbornness made itself felt. Tom bought an eye examination machine and practised until he had trained himself to pass the test.

He was called up in autumn 1940, eventually seeing service in Europe and flying hundreds of hours across Russia and China. He returned to IBM in 1946 after the end of the war. In the interim period, he had cast off his playboy image, married Olive Field Cawley and was showing serious signs of wanting to fulfil his destiny.

It was a critical time for the nascent computer industry. The Eniac, one of the first electronic digital computers, had been built at the University of Pennsylvania by Presper Eckert and John Mauchly. Tom Jr was impressed by the giant machine with its 18,000 vacuum tubes, but hardly captivated. What caught his imagination was a suitcase-sized

electronic calculator dreamed up in IBM's own laboratories to tabulate a payroll - and doing it 10 times faster than IBM's electromechanical tabulating machines. Marketed as the IBM 603 and then 604, it sold in thousands.

Watson had the vision to understand that there would be a tremendous market for computers, used in shops, offices, and banks as well as scientific institutions. He believed that technology produced new markets and new business opportunities; his father found the new concepts hard, but was prepared to indulge his son. What neither of them could have realised was the huge amounts of investment required by the new technology.

The company began hiring electronics engineers in thousands. A "Defence Calculator" (eventually the IBM 701) costing \$12m to develop, the most expensive project in IBM's history, was initiated. "We were essentially learning a whole new trade," Tom Jr wrote. "You had only to visit Poughkeepsie (an IBM laboratory still important today) to get an idea of the fundamental change taking place in engineering."

Tom Jr was appointed chief executive in May 1956. His father died later the same year

at the age of 82. Watson was on his own as he prepared to lead IBM through its biggest gamble, the development of System/360, the most influential computer system the world has known - until the development of the personal computer. It almost broke the company in development, but its success guaranteed IBM's astonishing growth and development through the 1970s and 1980s.

Tom retired as chairman and chief executive in 1970 following a heart attack. He cut his formal links with IBM, spent time sailing Palawan, his 65-foot ketch, and indulged his passion for flying. At 60, as US ambassador in Moscow followed, he had come full circle, recalling in his autobiography that the squalor of the city reminded him of the four months he had spent in Russia as a pilot and aide to General Bradley. It was not, however, a happy time for him - he was no diplomat - and he was relieved to return to the US 10 years after he stepped down from the top job at IBM.

He once said: "The secret I learned early on from my father was to run scared and never think I had it made. We got highly excited over things that were not that important. I never felt I was completely adequate to the job and always ran scared. In June 1957, a year after my father died, I said 'By golly, Olive, I've made it through 12 months.'"

During his period at IBM, he changed the company's organisation, technology, even its sense of corporate design, all for the better. He was a decent man who worked hard to carve out an identity and purpose for himself. It is no feat of his that his achievements and his father's will always be bracketed together.

Thomas Watson Jr, born January 8, 1914, Dayton, Ohio. Died December 31, Greenwich, Connecticut, aged 79.

Clinton presses health reforms

By George Graham in Washington

President Bill Clinton started his working year yesterday with a White House meeting intended to get his plans moving again for reform of the US healthcare system.

He insisted that legislation to overhaul the healthcare system, several times postponed in 1993, would be approved by Congress this year.

"I believe that 1994 will go down in history as the year when after decades and decades of false starts and lame excuses and being overcome by special interests, the American people finally had health security for all," Mr Clinton said at a meeting of his senior healthcare advisers.

While concern about the healthcare system remains high among US voters, the issue has lost some of the urgency that drove the Clinton administration's proposal, announced last year, for radical legislation that would guarantee a fixed package of health benefits to all US residents.

The bill faces hard pounding in the congressional committee process, and few expect it to emerge without significant modifications.

The delay in pushing the legislation through Congress has given Mr Clinton's opponents time to muster their forces against crucial elements of his plan, especially the requirement that all employers pay most of the cost of health insurance for their workers.

"We'll need a different plan," Senator Robert Dole, the Republican leader in the Senate, said in a New Year's Day address, "taking the best ideas, if any, from all the proposals but without price controls, employer mandates, mandatory health care alliances and massive overruns of government control."

Some Republicans are even betting that public demand for healthcare reform has died down enough to remove the need for radical change altogether.

While most members of Congress appear still to believe that a substantial reform law will be enacted, Senator Nancy Landon Kassebaum, the senior Republican on the Senate labour committee, predicted yesterday that comprehensive legislation would not pass.

Mr Clinton said yesterday that he remained open to alternatives but that, after weeks in which his proposals have been dissected, he wanted people to look now at the details of rival plans and at the cost of the status quo.

"I have said all along what my bottom line is: that we have to have comprehensive benefits that can never be taken away; that we cannot go on being the only country in the world with an advanced economy that cannot figure out how to guarantee health security to all our people," he said.

Cubans urged to resist US pressures

By Canute James in Kingston

President Fidel Castro has asked Cubans to continue defying economic pressures from the US and to be "ready to go to the grave" defending the revolution which he led 35 years ago.

Speaking on the anniversary of the revolution at the weekend, he said Cuba had achieved a feat in "resisting the imperial power" which "will not be able, to defeat us".

The president reminded his audience that his administration had provided free health care and education, but had been hit hard by the break-up of the Soviet Union, Cuba's main trading partner, and by the reinforcement of the US economic blockade.

The island's mounting economic problems have led the government to implement a series of changes, including self-employment in some sectors, an increase in the number of private and co-operative farms, and the free use of foreign currency.

Mr Castro earlier told the national assembly that the economic changes were necessary as Cuba had to make "concessions and take steps backward" from the construction of a socialist society. "We are doing it without fear or vacillation, but without ever forgetting the idea of perfecting this system of social justice."

Armed peasants continue to occupy three towns in land reform uprising

Mexican forces pursue Indian rebels

Mexican federal forces yesterday pressed their hunt for armed Indian peasants in the southern state of Chiapas after dozens of people were killed in heavy fighting sparked by a rebel uprising. Reuters reports from San Cristobal de las Casas.

Officials said the peasants, who have declared war on the government in their campaign for the rights of native peoples, had not responded to the government's offer to negotiate.

The self-proclaimed Zapatista National Liberation Army, a band of about 600 armed peasants, many of Mayan descent, continued yesterday to occupy at least three of the four small towns where the began uprising on New Year's Day.

After an overnight lull in the fighting, helicopters yesterday roared over the forested hillsides around San Cristobal despite heavy early fog as the full search for the guerrillas resumed. Gunfire and grenade explosions could be heard in the mountains surrounding the city.

Government soldiers were patrolling the town, the largest in the area, taking control of the centre and all roads in after the rebels fled on Sunday. Officials claimed federal forces were pushing the rebels out of Ocosingo, east of San Cristobal.

The peasants took over the towns, calling for land reform and a new government, on the day that the North American Free Trade Agreement went into effect. They accused the government of a history of genocide and said that NAFTA would be a death sentence for Mexico's indigenous peoples.

The rebels are apparently concerned that industrial development in the north expected to result from the pact could harm their way of life. For [the government] it doesn't matter that we possess

nothing, absolutely nothing; not a home, not land, not work, not education," the rebels said.

Mr Rafael Gonzalez, secretary-general of the state government, said the government was prepared to negotiate with the Roman Catholic church as mediator. He also



said the death toll was likely to rise. "We fear the number of civilian casualties may be higher than we have confirmed." The army said that 30 people, including six soldiers and 21 peasants, had died on Sunday and that another 27 people had been killed on New Year's Day.

It was not clear whether the civilians the official referred to included the armed peasants.

Government and church officials in Chiapas said the region's indigenous people had become increasingly angry in recent years because the economic changes wrought by President Carlos Salinas have not reached them.

"The real background is complete marginalisation and poverty and the frustration of efforts of many years trying to improve the situation," said the Rev. Gonzalo Irujo of the San Cristobal parish.

The peasant group apparently takes its name from Mexican revolutionary Emiliano Zapata, who led peasant uprisings and land takeovers early in this century.

Chiapas is a poor rural state that has been the site of numerous conflicts involving indigenous groups and farmers and ranchers in recent years.

Carey in Khartoum overture

By Leslie Crawford in Nairobi

The Archbishop of Canterbury, Dr George Carey, attempted yesterday to calm a diplomatic row caused by his visit to guerrilla-held territory in southern Sudan, saying he was willing to visit the north if he were guaranteed freedom of movement by the Islamic government in Khartoum.

Sudan expelled the British ambassador last week after learning that Dr Carey had cancelled his visit to the capital. Britain has threatened retaliation unless the decision is reversed by today, a demand Sudanese state radio described as "insolence".

Dr Carey, spiritual leader of the world's 70m Anglicans, said his purpose in visiting southern Sudan was to draw international attention to a forgotten civil war which has dragged on for 10 years.

Rights group damns both sides in Algeria

The Algerian government and the fundamentalist Islamic Salvation Front (FIS) are both to blame for a human rights crisis gripping Algeria, Middle East Watch said yesterday, Reuters reports from Washington.

The North African nation "is now mired in a virtual civil war in which the rights of no one are inviolate and the democratic process has been all but

abandoned," the human rights watchdog group said.

The report by the organisation, a division of Human Rights Watch, was timed to coincide with the second anniversary of the cancellation of Algeria's last elections. The country has been gripped by political violence since January 12 1992, when the authorities cancelled the general elec-

tion which the FIS was poised to win.

The FIS was later banned, and since then at least 1,800 militants, security officers and civilians have died in politically related violence.

Middle East Watch said the human rights record of Mr Redha Malek's government "has done little to distinguish itself from the FIS-led repres-

sion and human rights violations the coup-makers claimed to have acted to prevent."

It singled out for criticism the government's special court system, accusing it of subjecting fundamentalist suspects to mistreatment, torture and other judicial abuses and urging that all those convicted by these courts be released or given new trials.

It also blamed fundamentalists for political violence and urged FIS leaders to condemn unequivocally all such violence and to use all means at their disposal to end violent attacks on civilians by fundamentalist groups.

Middle East Watch said the FIS and the government also share the blame for muzzling Algeria's media.

Zimbabwe moves to boost foreign investment

Zimbabwe has floated its currency, launched a two-tier foreign currency market and devalued the official exchange rate by 17 per cent to 283.2 to the US dollar.

Mr Richard Moyo, the acting finance minister, and Dr Leonard Zumba, governor of the central bank, also announced the abolition of direct import allocations, the launch of foreign currency accounts (FCAs) for companies and an increased ceiling for dividend remittances, all effective from January 1.

The far-reaching package had been widely trailed and contains no surprises.

For foreign companies, the two most significant changes are the increase in the ceiling on dividend remittances to 50 per cent of after-tax profits from 25 per cent previously, and the abolition of so-called surplus funds.

These apply to all pre-1979 companies - that is, foreign companies that invested in the

Tony Hawkins details the Harare government's far-reaching package of trade and payments liberalisation measures

former Rhodesia before the start of the Lancaster House independence conference in September 1979. Post-1979 companies have long been allowed the higher 50 per cent rate, while companies investing after May 1, 1983, may remit 100 per cent.

The abolition of surplus funds means that foreign multinationals with excess cash can now invest anywhere in the money market. Until now, they have been required to deposit with their banks, earning a maximum of 5 per cent. They can now invest at money market rates in excess of 25 per cent.

From this week, exporters will retain 60 per cent of their export earnings (up from 50 per cent previously) and can hold these for up to 90 days in

a foreign currency account with a Zimbabwe bank. The balance of 40 per cent must be sold to the central bank at the official exchange rate.

With the abolition of direct import allocations, importers will have to buy their foreign currency requirements from the new interbank market where there is likely to be a small premium of around 1.5-2 per cent. Prior to the weekend devaluation, export retentions were trading in the unofficial market at a premium of 23 per cent, but most of this will have been eliminated by the 17 per cent devaluation. The government will use its 40 per cent of the country's export earnings to pay for public sector imports, fuel and debt service.

From today, the central bank will no longer provide sub-

sided forward exchange cover for importers, who will have to buy it much more expensively from their commercial bank. All invoice payments - dividends, royalties, licence management fees - will have to go through the interbank market and pay the premium. The 10 per cent tariff on imports brought in under the open licence system has been abolished, and the surtax on imports reduced to 15 per cent from 20 per cent previously.

Individual holiday allowances have been liberalised, with travellers allowed up to US\$2,600 and the tax on such allowances has also been abolished.

Government officials hope the new measures will boost foreign investment and, to that end, the regulations covering

portfolio investment have been further liberalised.

Foreign investors can now buy a maximum of 35 per cent of the equity in companies listed on the Zimbabwe stock exchange - up from 25 per cent previously. An individual foreign investor may now buy 10 per cent of the shares of a quoted company, compared with 5 per cent before.

Foreign investors were readmitted to the Zimbabwe exchange only last July, since when there has been an inflow of more than Z\$100m (US\$12m at the new official parity).

Dr Zumba admitted that the devaluation would be inflationary, but, because import taxes had been lowered, believed the impact on inflation, currently 22 per cent, would be no more than 3 per cent.

There is some grumbling from businessmen, who are unhappy at the further devaluation (the Zimbabwe dollar has depreciated by 70 per cent over the past three years). But the package is likely to be well-received, especially by foreign companies which will welcome the liberalisation of dividend regulations and the greater financial flexibility provided by the interbank exchange market and the disappearance of the surplus funds requirement.

Zimbabwe has now implemented the bulk of its trade liberalisation reforms under its five-year structural adjustment programme.

Increasingly, the spotlight will now shift to the area of least progress - public sector reform. With official figures showing a disconcerting surge in government borrowing, which will fuel inflation later in the year if it remains unchecked, the government must now move to restructure the public sector.

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NEWS: INTERNATIONAL

Move will be seen as seeking to appease China, which feared predecessor had too much autonomy

Hong Kong plans to cut powers of airport body

By Louise Lucas in Hong Kong

The Hong Kong government yesterday published proposals for the reconstituted Airport Corporation, reducing the powers of the body responsible for developing and operating Hong Kong's new airport at Chek Lap Kok.

The White Paper outlines controls aimed at making the reconstituted body more accountable to the government, in a move seen as seeking to appease China. Beijing was concerned that the previous body - the Provisional Airport Authority - had too much autonomy.

Mr Gordon Siu, secretary for economic services, said the bill provided for monitoring and controlling the work of the organisation in areas such as strategy, provision

of information and financing and investment.

He said further checks existed outside present proposals restricting the way the corporation exercises its powers, uses public money and discharges its international obligations.

Progress on the HK\$22.5bn (\$2.9bn) airport - which was agreed in a memorandum of understanding signed by the Chinese prime minister, Mr Li Peng, and his British counterpart, Mr John Major in 1991 - has been scuppered by a deadlock over the financing arrangements.

China has rejected financial packages put forward by the Hong Kong government on the grounds that they will leave a financial burden on the post-1997 government. Any financing for such a big project

would straddle 1997, when the colony reverts to China.

The draft legislation published yesterday turns the Provisional Airport Authority into a corporation, to be run along the same lines as the government-owned Mass Transit Railway Corporation, which also started life as an authority.

Mr Siu said: "This is a delicate balance to strike between commercial freedom and accountability to government. We obviously cannot create a government-owned corporation without controls, but neither can we fetter the corporation to such an extent that it is unable to raise funds in international markets, attract investors in airport facilities, and operate commercially and flexibly."

The government hopes to have the bill

before the Legislative Council before the summer recess in July. A public consultation period stretches through to February 28, after which the bill will be discussed with the Chinese side and, if necessary, redrafted.

The Chinese yuan, which was in effect devalued by 33 per cent on Saturday after the government abolished the official exchange rate, yesterday closed virtually unchanged from Friday at 8.71 to the US dollar on the Shanghai market.

With the passing of the official rate, all currency transactions now take place at what Beijing terms a floating rate, determined by supply and demand. This is fixed daily by the central bank according, it says, to market conditions. It was set at 8.7 to the dollar on Saturday. Transactions

are carried out through foreign exchange centres, of which Shanghai is much the largest.

Turnover was high at \$60m - more than double the volumes witnessed last year. Transactions which would previously have taken place at the official rate - some 20 per cent of total transactions, according to Chinese sources - would have gone some way to boosting volumes, but Hong Kong economists reckoned tight controls left little room for speculation.

Instead, Mr Stanley Wong, treasurer of Standard Chartered Bank, attributed the swollen volumes to traders rushing to switch currencies before the next raft of reform measures from Beijing.

Beijing's move to unify exchange rates took place ahead of sweeping reform plans

that will embrace trade and the financial and banking sector. Also coming into effect this month is a revamped indirect taxation system, which streamlines the old consolidated industrial and commercial tax into a consumption tax, targeting luxury goods; value added tax; and business tax.

Economists in Hong Kong reckon China's central bank will retain strict control to keep the yuan stable.

Confusion continued to reign among owners of Foreign Exchange Certificates, the currency which foreigners in China were required to use and which is now to be phased out. The government made no announcement on how it intended settling outstanding FECs, nor how it would go about withdrawing them from circulation.

Jordanian king hits at Arafat over peace talks

By James Whittington in Amman

King Hussein of Jordan has attacked PLO chairman Yasser Arafat's handling of the Middle East peace talks. In an outspoken statement the king said Mr Arafat had one "last chance" to sign an agreement on Jordan's economic role during transitional Palestinian autonomy in the occupied territories.

Otherwise, he said, Jordan would move ahead with its own separate talks with Israel. Displaying frustration at being left out of discussions between the Palestinians and Israelis on limited self-rule, the king complained about Mr Arafat's constant procrastinations during talks with Jordan. "We cannot go on saying there is co-ordination if there isn't or that there is agreement when there is none," he said.

The king's ultimatum came amid increasing Israeli dissatisfaction over the stalled Cairo autonomy talks and within the PLO itself over Mr Arafat's leadership style.

Senior PLO officials met yesterday in Tunis to try to persuade their chairman to widen the decision-making process and come up with a coherent strategy for talks with Israel and Jordan.

An economic agreement between Jordan and the PLO which would give Jordan's central bank wide-ranging monetary responsibilities in the occupied territories has been ready for months. But Mr Arafat has held back from endorsing it for fear of relinquishing Palestinian fiscal responsibilities to the Jordanians.

Jordan has already signed a memorandum with Israel to allow banks in Jordan to reopen branches in the West Bank and Gaza Strip. And Jordan's central bank governor

PLO leaders yesterday rejected conditions set by Israel for the resumption of talks on implementing their agreement on Palestinian self-rule, Reuters reports from Tunis.

"We reject the Israeli dictate and we wait for Israel's response to our amendments to its proposals," PLO executive committee member Suleiman Najah said.

"They [the Israelis] are responsible for the halt in negotiations," he said after an executive committee meeting chaired by Mr Yasser Arafat.

The two sides had hoped to meet in Taba, Egypt, today to thrash out issues holding up the start of an Israeli troop withdrawal from the Gaza Strip and the West Bank town of Jericho. Under the September peace accord Israel was to have started its withdrawal on December 13.

recently said the reopening of branches would now not depend on the economic pact with the PLO.

The king also buried prospects of a Jordanian/Palestinian confederation, arguing that the idea was premature. "I have requested that my brother [Arafat] drop the expression of confederation from his dictionary and not to discuss it in any form or manner," he said. The PLO has been at pains to emphasise that the autonomy agreement with Israel will eventually lead to a confederation between Jordan and a Palestinian entity and joint committees had been established to discuss the issue.

Relations between the PLO and Jordan have been strained since the August announcement of talks between the PLO and Israel in which Jordan played no part.



Najibullah Popal, deputy president of the Kabul Museum, collects debris from its ruins. It was destroyed in recent fighting.

DOZENS KILLED IN KABUL AS 'THREE-WAY CIVIL WAR' RAGES

Fighters loyal to the president of Afghanistan, besieged by a broad new anti-government alliance, yesterday attacked rivals in several parts of the country, including the capital, Kabul, Steve Levine writes from Tashkent.

President Burhanuddin Rabbani appeared increasingly isolated and powerless to end the fighting that has consumed the country for almost 15 years.

Dozens were reported killed and more than 800 wounded in Kabul from rocketing and machine-gun fire in the past three days.

About 70 were said to be injured in the northern capital of Mazar-i-Sharif, where the UN responded yesterday by evacuating half its international staff of about 15 people.

One western diplomat called the new round of fighting a

"three-way civil war", pitting Mr Rabbani against forces loyal to the prime minister, Mr Gulbuddin Hekmatyar, and the powerful northern Uzbek warlord, Mr Rashid Dostum.

The fighting is particularly divisive because combatants line up along mostly ethnic lines, with Mr Rabbani's tribal Tajiks opposed by nearly every other Afghan nationality.

The three-way battle stems

from the chaos that enveloped Afghanistan following the fall in April 1992 of Moscow-backed President Najibullah. Fighters loyal to Mr Rabbani took control of the capital, but Mr Dostum also demanded power, since his defection as Mr Najibullah's general triggered the government's demise. But Mr Hekmatyar, with huge caches of US-made weaponry, has insisted on a share of power.

NEWS IN BRIEF

Japanese win steel plant deal

Perjawa, the Malaysian government-controlled steel company, has awarded contracts for the construction of two steel plants on peninsular Malaysia's east coast to a consortium of Japanese companies, writes Kieran Cooke in Kuala Lumpur.

The consortium - made up of the Itochu Corp, Nishio Iwai Corp, Tomoe Corp, NKK Corp and Kawasaki Heavy Industries - is due to start work on the two plants this month. The consortium said the contracts were worth around ¥76bn (\$688m).

One of the plants to be built will produce steel sheets and other flat steel products. The other will produce steel bars.

Malaysia is expanding its steel industry and aims to achieve self sufficiency in steel products by 1998.

Singapore GDP up 9.8%

Singapore's gross domestic product grew by 9.8 per cent in 1993 compared with 5.5 per cent in 1992, Prime Minister Goh Chok Tong said in a new year speech. He said government growth forecasts indicated growth between 6 and 8 per cent in 1994, writes Kieran Cooke.

Mr Goh said Singapore had continued to attract high levels of foreign investment. In 1993, foreign investments amounted to \$63.5bn (\$2.43bn), up from \$53.5bn in 1992.

Malaysia banking move

Bank Negara, Malaysia's central bank, has raised the statutory reserve requirement for banking institutions from 8.5 per cent to 9.5 per cent to prevent further inflationary pressures, writes Kieran Cooke.

S Korea trade deficit falls

Brisk exports of autos, electronic goods and machinery helped South Korea cut its 1993 trade deficit to \$1.35bn from \$5.14bn the previous year on a customs clearance basis, AP-DJ reports from Seoul.

South Korea is also believed to have come close to balancing its current accounts in 1993.

Green light for new drugs to enter big US market

By Daniel Green in London

Drugs with potential annual sales of hundreds of millions of dollars were approved for sale in the US last week by the Food and Drug Administration.

Among companies whose products cleared the hurdle are the UK's SmithKline Beecham, Bayer of Germany and Genentech, the US biotechnology company 60 per cent owned by

Roche of Switzerland. Success in the US market is essential to the fortunes of a new drug. The US is easily the world's biggest drug market, accounting for more than a third of global sales.

Genentech's drug, DNase, is the first product in 30 years specifically developed to treat cystic fibrosis, the inherited lung disease. It is not a cure for the disease, but the FDA

found that it made a significant difference in the quality of life for sufferers.

DNase is likely to be one of the biggest selling products from biotechnology companies. US stockbroker Lehman Brothers estimates sales at more than \$250m a year.

SmithKline Beecham saw the approval of Kytril, to prevent nausea and vomiting associated with cancer therapy.

Kytril enters a rapidly growing and lucrative market. However, it competes with Glaxo's Zofran, which has a two-year head start in the US market and is available in an easier-to-use tablet version.

Zofran already has sales of more than \$300m (\$444m) a year and the tablet version of Kytril is unlikely to be approved before 1995, said Mr Duncan Moore, a pharmaceutical analyst with US broker

Morgan Stanley.

Bayer's newly approved drug is aprontin, an anti-epileptic, which can reduce the need for blood transfusions in patients undergoing heart bypass surgery. Fewer transfusions cut the chances of infection.

Other companies with end-year approvals were: Bristol Myers (US) with Dovonex ointment, for the

treatment of the skin condition psoriasis;

Warner-Lambert (US) for Neurontin, an anti-epileptic;

Wyeth (US) for Effexor, a depression treatment; US Bioscience for Neutrexin, a therapy for pneumonia associated with AIDS;

Janssen, the Belgian subsidiary of US company Johnson & Johnson, for Risperdal, a psychosis drug.

JAPANESE PRESS REVIEW

On a Japanese news-stand, the high-minded morning dailies are stored in neat rolls at the front, and the comic books, more for the office worker than the schoolboy, are tucked away on the lower shelves.

Within easy reach on the counter are the most important sources of information, the weekly news magazines, where the Bank of Japan governor, the wayward soccer player and the ambitious politician get equal, unflattering treatment.

The morning newspapers have a sameness ensured by clubby journalists and cartel-style reporting, but the weekly magazines generally see their role as the pursuit of the scoop and the scandal. A few of the dozen mainstream publications have serious coverage of the sensational or sensational coverage of the serious, while the less restrained magazines launch no-holds-barred assaults on public figures, icons included, who have taken a bribe or been unfaithful or simply slipped over within range of a camera lens.

It is coverage unflattering to the end. Last week's crop marked the passing of Mr Kakuei Tanaka, the former prime minister and godfather of the Liberal Democratic party. Focus magazine (circulation 600,000) sifted through the archives to find a series of pictures showing the great man hugging business after an evening of relaxation at a favourite bar.

But the same edition also provides an accessible introduction to the erratic thoughts of Mr Vladimir Zhirinovskiy and his Russian version of a Liberal Democratic party. Nearby are photographs of



Tanaka: unflattering coverage to the end.

actresses, animals, and in a society restrained by deference to the long-term relationship, there are few relationships not worth rupturing for the sake of a garish headline or a mocking caption.

Several weeklies are the alter ego of the serious dailies, run by the same company but filled with the news not fit for them to print. The Weekly Yomiuri maintained the Yomiuri newspaper group's sympathy towards Mr Tanaka by opening the magazine with a pin-up portrait and a short but positive review of his career. Words are kept to a minimum, as most readers have waded through newspaper obituaries before reaching their weekly.

Mr Tanaka's resignation in 1974 followed magazine articles about his personal finances and fund-raising methods. Newspaper reporters were aware of the unseemly deals done to finance the Tanaka empire, but none was willing to compromise the relationship by writing the story, fearing that privileged access would be denied them and their newspaper.

Readers are apparently attracted by the magazines' sudden shifts in mood, one page about the next page a Socialist politician pitting his poodle. The deeply downmarket Friday, the offspring of an academic book publisher, in its "Aha, that person, that question" section asks whether Mr Yasushi Mieno, governor of the Bank of Japan, should be paid an annual bonus for allegedly causing the recession.

Mr Mieno, who has clearly done his best to avoid recession, also appears in the Weekly Post, where commercial bankers and insurance companies complain that his puritanical streak is bad for equity prices. The negative coverage of Mr Mieno reflects the willingness of the weeklies to print unsubstantiated anings, and the inability of the Bank of Japan to handle the negative coverage of Mr Mieno's reputation.

Publishers are aware that a good reputation and a solid repertoire don't necessarily work for a weekly. The left-leaning Asahi journal closed in 1992,

when circulation had fallen to 60,000, less than a quarter of its peak, as readers tired of its well-meaning coverage of important issues. The Asahi newspaper group still has the Weekly Asahi and Aera, which had a worthy lead article last week on the costs of a government-sponsored rice cartel and corporate survival tactics for a recession, but also wondered why the country's best known golfer went weak at the knees on the final day of a tournament.

The group dips a little downmarket with the semi-serious Weekly Asahi, strong on political coverage, but with a startle on the cover last week, six pages of Japanese dog photographs and a feature on a dog's life in Belgium. Its favourite political target (meaning that the rolls of film are carefully studied for an unflattering angle) is Mr Ichiro Ozawa, the powerbroker who defected from the LDP to pull together the coalition government.

Asahi magazines tend to sidestep the lewd, but Shukan Shincho manages to blend the high-brow with the low-cut by running a pictorial investigation of trends in the international pornography industry, adjacent to a poetic study of the cherry blossom and the Tanaka funeral as told by photography. The serious writing starts on page 22 with a well-researched report on the battle between the bureaucracy and the coalition government, while the rest of the cast includes IBM, a professional wrestler's heartthrob, Salman Rushdie, Japan's entrant in the Miss Universe contest, and Chairman Mao Zedong.

Robert Thomson

Japanese business in plea on economy

By Robert Thomson in Tokyo

Business organisations in Japan yesterday called for financial reforms to ensure the long-term health of the economy, while a survey of executives found most expected economic recovery late this year or early next year.

The Japan Association of Corporate Executives called for more competition among financial institutions, echoing the Bank of Japan's advice that stronger commercial banks should be prepared to break from the policy of walking in line with weaker institutions. Business leaders have complained that the lack of distinction between strong and weak banks means companies lack choice in raising finance and industry standards are set by the weaker institutions.

Meanwhile, the Federation of Economic Organisations said stability in the financial system would be a necessary part of an economic recovery. The federation was reflecting widespread concern about the mounting bad loans of commercial banks, which helped to fuel the speculative property bubble of the late 1980s.

A survey of executives at 100 leading companies found 61 expected recovery into this year, while 22 others were looking for an upturn early next year. Just over half the respondents to the survey by Kyodo, the Japanese news agency, expected economic growth of between zero and 1 per cent in the financial year beginning in April, though 13 predicted that there would be no growth.

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NEWS: UK

Tax increases 'will not stop modest growth'

By Emma Tucker and Keith Fry

Tax increases in the spring will not blow the recovery off course, but growth until the middle of the decade will be unspectacular, unemployment will remain high, and inflation will stay well under control, according to a Financial Times survey.

The latest survey of 39 independent economic forecasters shows analysts backing the government view that the economy will grow a modest 2.5 per cent this year, and by only a little more in 1995.

While the average of growth forecasts is broadly in line with treasury thinking, the survey reveals sharp differences over:

- The expected impact of last year's budgets on the recovery.
- The performance of inflation over the next two years.
- The extent to which base rates will shift from their current level of 5.5 per cent.

Not one of the economists surveyed believes base rates will fall below 4 per cent either this year or next.

Most expect a half point cut in the spring as tax increases knock consumer confidence. But eight expect the government to raise interest rates this year to tackle a pick-up in inflation.

Economists at UBS, the Swiss bank, unconvinced that the UK has shaken off its boom and bust tendencies, believe the intensification of wage pressures, capacity shortages and a deteriorating trade deficit will push inflation up to 8.2 per cent by the end of next year, with interest rates rising to 10 per cent.

That contrasts sharply with the consensus which puts the retail price inflation at 3.7 per cent by the end of 1995, and base rates at just over 5.5 per cent.

Few of the analysts go as far as Mr Roger Bootle at Midland Global Markets to declare that inflation is dead, but they nonetheless do not expect inflationary pressures to

Rises attacked

Mr John Smith, Labour opposition leader, claimed that Britain's nascent economic recovery is likely to be hampered by tax increases due to take effect later this year.

Mr Smith welcomed signs of "modest" economic growth, but said forecasts that growth will accelerate failed to take account of the impact of tax rises.

His comments signalled the beginning of a New Year opposition offensive against the government's taxation policy. Labour believes the government is vulnerable to claims that both Mr Kenneth Clarke, chancellor, and Mr Norman Lamont, former chancellor, broke election promises not to increase taxes. "These are huge increases, the biggest increases in British peacetime history," said Mr Smith.

mount significantly over the next two years. "Inflation is a thing of the past and of the future, but not of the present," said Mr Robert Barrie at BZW, the stockbrokers.

Forecasts for government borrowing this year and next have been revised sharply downwards, but there is scepticism about the ability of Mr Kenneth Clarke, chancellor, to hold down public spending as successfully as he hopes. "No public sector pay policy has held for more than a couple of years without a catch-up wage explosion," said Mr David Smith at Williams De Broe.

Economists are collectively gloomy on unemployment. Not many expect the jobless total to drop below 2.7m this year, and even in 1995 the consensus puts it at only just under 2.6m.

The one notable exception is Mr Patrick Minford at Liverpool University who - with a view that a flexible labour market will allow for big drops in joblessness - sees unemployment dropping to 2.3m this year and 1.8m next year.

Cross-media ownership rules to be reviewed

By Raymond Snoddy

A wide-ranging review of UK cross-media ownership designed to encourage British companies to take advantage of opportunities in international media markets was announced by the government yesterday.

It is likely that further de-regulation of broadcasting ownership rules could follow, with a larger role for newspaper publishers in television ownership when the inter-departmental review is complete in about six months.

Mr Peter Brooke, national heritage secretary, said he wanted to see UK participation "in an enormously expanding market". The review comes against a background of rapid changes in the industry and growing internationalisation of media ownership. Newspaper proprietors have been lobbying hard to remove the rules presently preventing them holding more than a 20 per cent stake in either commercial television or radio stations.

Mr Brooke was, however, determined to maintain a production base in the UK because, he said, people like watching things produced in their own country "through their own national filter".

Ms Mo Mowlam, Labour's national heritage spokeswoman, generally welcomed the announcement, but wondered whether there would be a deal under which newspapers would be allowed greater participation in television ownership in return for accepting value added tax on newspapers in the next budget.

Mr Michael Portillo, the right-wing chief secretary to the treasury, emerged yesterday as a leading candidate to replace Sir Norman Fowler as chairman of the Conservative party.

John Major, prime minister, is understood to be considering four candidates to replace Sir Norman when he stands down in the summer.

Mr Major would like the job to go to Mr Michael Heseltine, trade and industry secretary, who is regarded as the government's best communicator, in spite of a heart attack last

Major describes calls for clarification as desperate attempt to avoid clear choice

Sinn Féin accused of evading peace decision

By Kevin Brown in London and David Owen in Belfast

The British government last night accused Sinn Féin, the political wing of the IRA, of being desperate to avoid a decision on whether to accept the UK-Irish joint declaration on peace Northern Ireland.

Mr John Major, prime minister, sought to increase pressure on republicans by describing their calls for clarification as "an increasingly desperate attempt to avoid facing up to the clear choice that confronts them".

Mr Major's comments overshadowed concern on both sides of the Irish border about calls by Mr Albert Reynolds, Irish prime minister, for "demi-

litarisation" in Northern Ireland.

Officials in London and Dublin played down Mr Reynolds' remarks, which drew an angry response from unionists and a cautious welcome from Sinn Féin. Downing Street said there was no disagreement with the Irish government.

Writing in this morning's edition of the unionist Belfast Newsletter, Mr Major stepped up pressure on the republican movement by pledging to pursue "with renewed vigour" the so-called three stranded talks which began in 1992.

Mr Major said that agreement in the talks, which involve constitutional parties in London, Dublin and

Belfast, was a "priority" for 1994.

Sinn Féin is excluded from the three stranded process, but Mr Major confirmed that the party would be allowed to take part three months' after a cessation of IRA violence.

In a passage aimed at the Rev Ian Paisley, leader of the hardline Democratic Unionist party, Mr Major said suggestions that the joint declaration was a sell-out were "non-sense".

Unionists reacted angrily to the Irish prime minister's assertion that "the time has come to start the process of demilitarisation of the North-eastern conflict".

Mr Reynolds also said that both governments should be "persuaders for a new agree-

ment on the future of the whole island".

Mr Reynolds remarks were welcomed by Mr Martin McGuinness, a leading member of Sinn Féin, which in the past has used similar language.

But hardline unionists insist the British government should defend the status quo rather than seek to persuade them of the need for change. Mr Paisley said Mr Reynolds' words made clear that the joint declaration was "marked with the bloody thumbprints of the IRA".

The Rev Martin Smyth, a senior spokesman for the moderate Ulster Unionist party, said Mr Reynolds' choice of words was "highly insensitive".

However, Mr Smyth said the UUP was comfortable with the prospect of British troop withdrawals relatively soon after a permanent halt to IRA violence.

He also said the party would be prepared to wait until the end of February for a definitive republican response to the joint declaration.

Downing Street said London and Dublin were agreed that demilitarisation would follow a peace agreement, and that both governments should actively pursue peace.

Dublin is expected to make a further gesture of goodwill to republicans at a cabinet meeting today by lifting the republic's broadcasting ban on Sinn Féin.

Portillo tipped to succeed Fowler as Tory chairman

By Kevin Brown, Political Correspondent

Mr Michael Portillo, the right-wing chief secretary to the treasury, emerged yesterday as a leading candidate to replace Sir Norman Fowler as chairman of the Conservative party.

John Major, prime minister, is understood to be considering four candidates to replace Sir Norman when he stands down in the summer.

Mr Major would like the job to go to Mr Michael Heseltine, trade and industry secretary, who is regarded as the government's best communicator, in spite of a heart attack last

year. However, Mr Heseltine has told friends he is not interested in the job. He wants to continue at the trade and industry department, at least until the next election.

Mr Major's second choice is Mr David Hunt, employment secretary. But Mr Hunt has also let it be known that he would rather remain in a departmental post.

The reluctance of the two front-runners leaves the field to Mr Portillo and Mrs Gillian Shepherd, agriculture minister. Lord Archer, the novelist and former deputy party chairman, would like the job, but is seen as an outside candidate.

Mr Major has given Mr Por-

tillo an opportunity to display his organisational skills by putting him in charge of the Conservative campaigns in London and the south-east in this year's local and European elections.

The government expects to be trounced in both elections, but Mr Portillo will be able to raise his public profile and demonstrate his campaigning ability.

A better than expected result would provide a sound platform for promotion to the party chairmanship.

Sir Norman, who was appointed party chairman in 1992, is expected to return to a business career.



Michael Portillo: chance to show campaigning ability

Operators braced for Channel price war

By Robert Rice and Diane Summers

Competition on the lucrative cross-Channel route will intensify next week when Eurotunnel announces its fare structure for the Channel tunnel which opens in May.

The tunnel operator is expected to offer return tickets for about £160 a car during the off-season rising to between £220 and £260 in the summer with premiums for busy weekends.

Eurotunnel yesterday refused to comment on the prices it will charge for using the £10bn tunnel, describing the figures as "pure speculation". But the company is expected to price its service competitively in an attempt to lure passengers away from the ferry companies. About 18m passengers use Channel ferries each year.

The fares structure will be announced by Sir Alistair Morton, Eurotunnel's chief executive, on January 11. Tickets will go on sale the next day.

P&O Ferries currently charges £77 in the low season and £160 high season per car on the Dover to Calais route.

Few benefits for exporters from single market

Thousands of British exporters have failed to reap any benefit from the European single market, says KPMG, the accountancy firm, writes Robert Rice.

A survey of 6,400 companies found that almost 50 per cent of respondents felt they had not received any benefits from completion of the single market on January 1 last year, and

any benefits companies might have received had been wiped out by increased bureaucracy.

Mr George Michie, a partner with KPMG, said: "The aim of the single market was to foster more efficient trade through the abolition of fiscal and physical barriers.

"These benefits seem not to have yielded any marked

improvement for companies and indeed savings in time and money were reported as negligible."

The survey found that deliveries in Europe were neither faster nor cheaper since completion of the market. More than 50 per cent of companies said cross-border delivery times had not improved.

Companies had also experienced problems with red tape in dealing with other member states. In particular there were difficulties in obtaining numbers for value added tax and coping with excessive paperwork.

The survey found that manufacturers and wholesalers bought more goods from Ger-

many and France than from any other member country. Retailers dealt mostly with Italy, France and Spain.

Mr Michie said UK Customs and Excise had done its best to advise businesses on how to cope with single market regulations, but it was clear that the rules were still too complicated.

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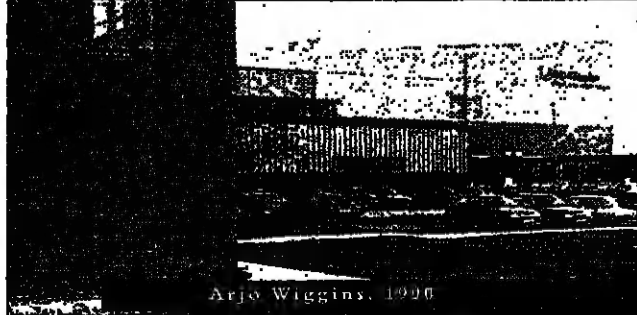
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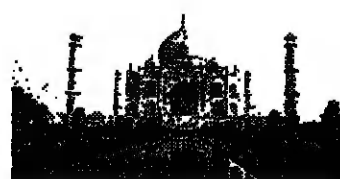
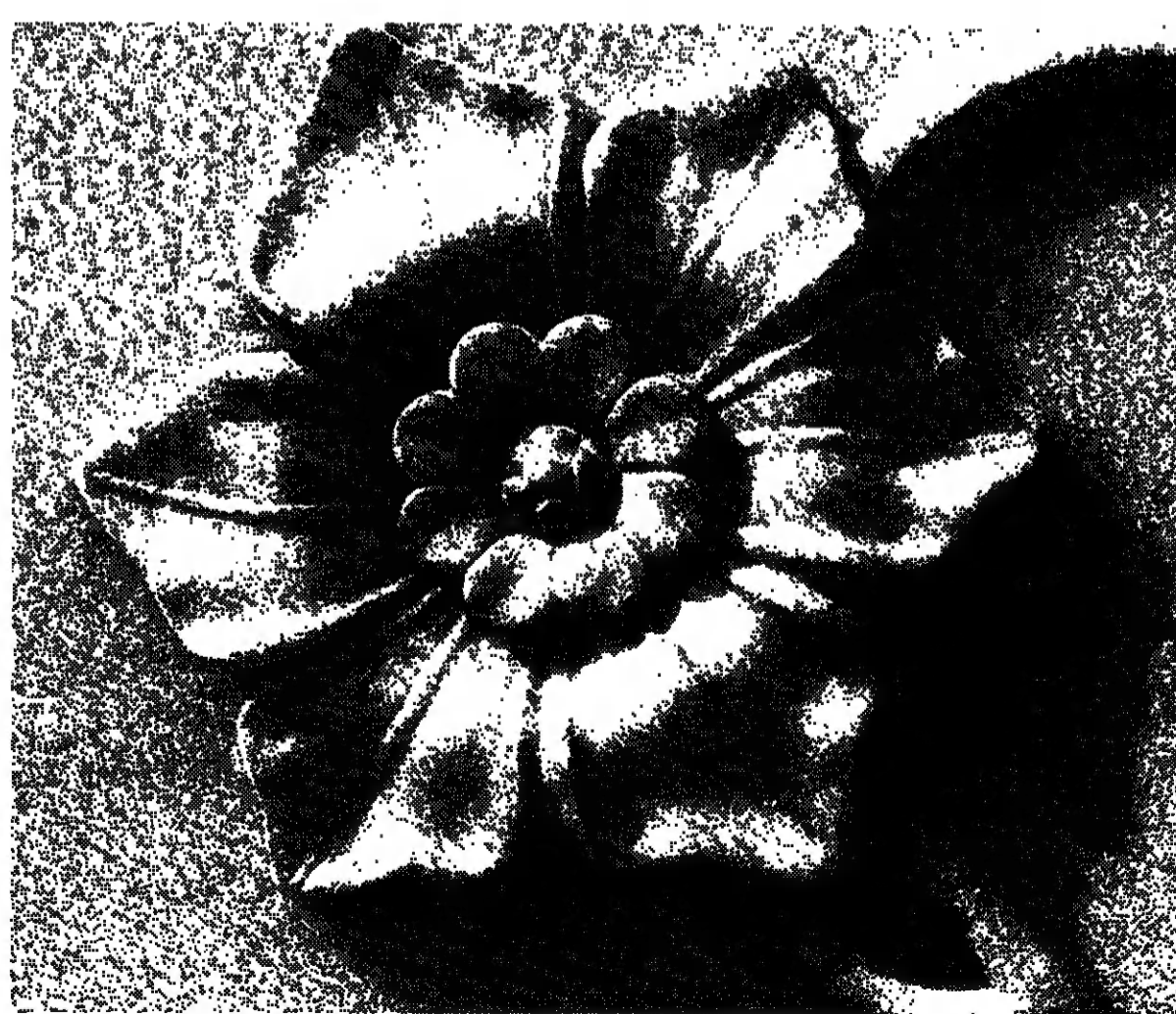
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MANAGEMENT: THE GROWING BUSINESS

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Venture capitalists competing for a decreasing number of attractive management buy-out deals need to become more attuned to their clients' needs, according to a survey carried out by Warwick Business School.

Managers who have been through the gruelling process of an MBO said venture capitalists sometimes behaved in a manner that made the deal unnecessarily stressful.

A particular cause for complaint was the tendency for venture capitalists to make unilateral changes to the deal at a late stage in the negotiations.

Other concerns included the amount of lengthy documentation, which was often duplicated by different parties to the deal, and a poor initial explanation of the nature of the funding process which left managers feeling ill-informed and frustrated by apparently inexplicable delays.

The research was carried out by Warwick Business School for ECI Ventures, the venture capital group, from MBOs of £2m to £10m between January 1991 and June 1992. The survey showed that nearly three-quarters of those interviewed said the impetus for the buy-out had been the parent company's decision to sell the managers' enterprise.

Because of time pressures, management teams approached, on average, only three venture capitalists before deciding who would fund them.

The managers tended to rely on their "own initiative" in deciding where to go for external equity. Forty per cent of management teams had already approached venture capitalist financiers before they recruited a financial adviser.

Nearly half the teams did not rate their financial advisers as influential in the selection of a source of equity while only nine per cent said the advisers were "highly influential". Bank managers did not rate as an important source of advice.

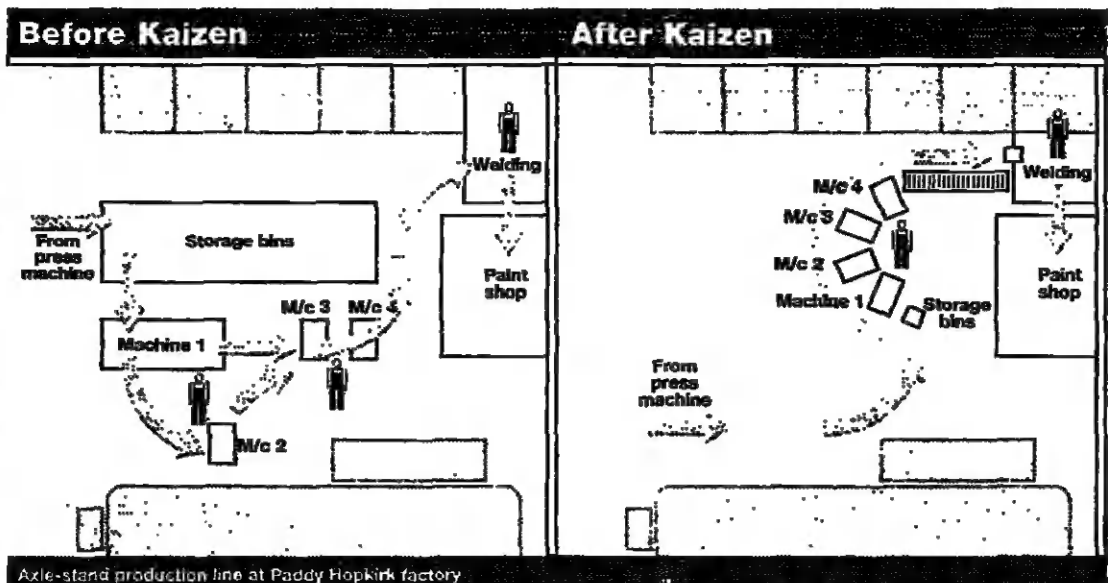
Managers said their ideal venture capitalist would conclude the finance negotiations speedily and would have resources available for future expansion.

RG

Warwick Business School, University of Warwick, Coventry CV4 7AL. Tel: 0203 524262. Fax: 0203 524263

Richard Gourlay examines the Japanese concept of continuous improvement and finds that dramatic change can be achieved with employee co-operation

Back to basics on the factory floor



has sales of £5m a year, but with the help of continuous improvement it can reach £9m.

Nor does its most simple application appear to require the services of expensive consultants. Before joining the Kaizen Institute, production engineer Ross Banarjee doubled production of fire extinguishers in six years for Thorn Fire Protection with a workforce of about 200 after implementing what he had studied in books.

Another convert is Brian Francis, managing director of Albion Press Metals in the West Midlands, who introduced Kaizen practices with the help of Nissan UK when he had 380 employees. Each year he was having to deliver productivity improvements because his customers would not agree any pricing increases.

Like many other suppliers to the motor industry who are in the same position, Albion has had to find the productivity increases by continually improving its manufacturing processes.

A central tenet of Kaizen is the elimination of waste. It not only exists in obvious piles of excess inventory. It is also wasteful when an operator makes more movements than is necessary to complete a task because his or her machine is badly positioned.

To reduce one of the biggest sources of waste, Kaizen favours one-piece production, involving as many processes as possible being carried out on a single part consecutively rather than one process being done in a big batch. Parts are only delivered to the next stage of the production or assembly process when they are needed. This so-called *Kanban* inventory delivery system ensures semi-finished goods do not pile up at each stage, tying up cash in work-in-progress. "Over-production belongs where it was over-produced," says Peter Willatts who founded the Kaizen Institute of Europe with Masaki Imai, author of a book that popularised the approach.

Another central theme is the drive to reduce the time wasted in processes that do not add value, like carrying parts or moving from one machine to another. Willatts says that in an average factory only one second is spent adding value - like drilling holes, assembling or packing - for every 1,000 seconds spent not adding value. He says he has never seen a factory cut this ratio to less than 1:200 but that managers and workers should continuously seek ways to reduce time-wasting effort.

One way of eliminating unnecessary walking is to set up production lines in a horseshoe shape rather than a straight line. In this way an operator doing a number of tasks will end up at the starting point for the next cycle.

This can also lead to surprising savings in space, which in Paddy Hopkirk's case is timely indeed. Hopkirk was wondering how to accommodate the extra workforce needed to handle this month's seasonal increase in demand on its cycle rack line. Space savings made during the workshop

may solve the problem. To a production engineer, much of what Kaizen advocates might seem like common sense. Much of it is. "The problem is that in the last 25 years we have lost the rigour to maintain those basics," says Pierre Lecoq, vice-president in charge of radiator manufacture at Valeo, the decentralised French car components group which has adopted the Kaizen approach. "It is not revolutionary in the sense that the tools we are implementing are very creative, it is just that the Kaizen system forces you to be thorough in maintaining the rigour," he says.

Like many good management ideas, Kaizen has spawned its lexicon of aphorisms. "Seek to create the obvious factory" is one. A storage shelf, for example, should be clearly labelled showing what tool should be there, where it is if it isn't, whether it is ready for use and when it was last overhauled.

Willatts says this procedure can cut set-up times on machines that produce large batches of parts: the machine has shorter runs without being uneconomic, reducing work in progress and increasing the factory's flexibility.

Another article of faith - observed in Japan if not always elsewhere - is that "no one will improve themselves out of a job". This sums up a truth that companies will only get the full co-operation of workers if the improvements they suggest do not end in management laying them off.

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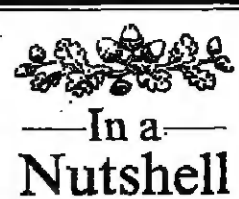
Another article of faith - observed in Japan if not always elsewhere - is that "no one will improve themselves out of a job". This sums up a truth that companies will only get the full co-operation of workers if the improvements they suggest do not end in management laying them off.

"Creativity of the workforce does not come naturally even in Japan," says Lecoq. "There is a whole management system there to put pressure on operators to participate. A shop floor manager is directly judged by the number of suggestions his people are coming forward with." Too often, though, suggestion box schemes fail because the ideas are not evaluated quickly enough.

It also takes time to change shop floor perceptions. A job takes on a new dimension with Kaizen - continuous questioning of procedures rather than slavish adherence to them. But acceptance can be remarkably quick. Andy Hand, a production welder at Paddy Hopkirk, said of the overnight changes in his working environment: "It looks like the bosses had a brain transplant. A weight has been lifted off our shoulders."

Hopkirk wishes he had discovered Kaizen 25 years ago. But a better test of whether his factory has been transformed can only be seen over time. The Financial Times plans to return to the factory in the summer to see how continuous any improvement has been.

* *Kaizen - The Key to Japan's Competitive Success*, Masaki Imai, McGraw Hill.



Advice for new exporters

Advice and help for new exporters is fragmented and divided between too many providers, according to a report by the British Chambers of Commerce.

Marketing of the services is not focused and does not reach the small and medium-sized companies that should be "taking up the export challenge", the report says.

The BCC says national television programmes should be produced to encourage exporters. Business Link should not be relied on to provide a full service - instead existing services provided by the DTL, Chambers of Commerce and Trade Associations should be improved and better co-ordinated. The government should also back a scheme offering temporary experienced help to companies developing export markets.

The BCC says there is "enormous potential" for many British companies in overseas markets but it says that potential exporters should have been established for more than 18 months, should employ five people or more and have sales in excess of £250,000.

British Chambers of Commerce: 071 222 1555

Companies 'under-insured'

Small high-technology companies are heavily under-insured in crucial areas of their business, according to a study by the University of Central England.

While 85 per cent of respondents took out standard property and liability insurance, only 5 per cent had key man insurance and 8 per cent professional indemnity cover, the report said. Fewer than 10 per cent of companies surveyed were protected against loss of patents and other forms of intellectual property.

Report available from University of Central England in Birmingham. Tel: 021 331 5575

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REPEAT INVITATION TO TENDER FOR THE HIGHEST BID for the Purchase of the Assets of "METALLOUMIN S.A." of Athens, Greece

"ETHNIKI KEPHALEOU S.A. Administration of Assets and Liabilities" of 1, Skouleniou Street, Athens, Greece, in its capacity as Liquidator of METALLOUMIN S.A., a company having its registered office in Athens, Greece (the "Company"), which is presently under the status of special liquidation according to the provisions of article 46a of Law 1892/1990 (as supplemented by article 14 of Law 2000/1991),

announces a repeat call for tenders

for the highest bid by submission of sealed binding offers for the purchase by public auction (the "Auction") of the assets of the Company, as a single whole.

BRIEF INFORMATION:
The Company was established in 1977 and was declared bankrupt in 1988. Its activities included the production, sale and exporting of aluminium products and the extrusion of aluminium. The liquidation of the Company is also possible through the use of the existing machinery. The company stopped operating in 1988, while no personnel is currently employed. Assets include a factory consisting of several buildings, the total area of which amounts to 4,000 m² (legal proceedings are pending to cancel a lease of the factory to third parties), standing on a plot of 20,600 m², machinery (part of which has been fiduciarily transferred to the "NATIONAL BANK OF GREECE" S.A.), mechanical equipment, furniture and other equipment, as well as materials.

OFFERING MEMORANDUM - FURTHER INFORMATION:
Interested parties may obtain an Offering Memorandum in respect of the Company and the assets thereof and any further information, upon execution of a confidentiality agreement.

TERMS AND CONDITIONS OF THE AUCTION

- The Auction shall take place in accordance with the provision of article 46a of Law 1892/1990, the terms and conditions set forth herein and the "Terms and Conditions of Sale" contained in the Offering Memorandum. Such provisions and other terms and conditions shall apply irrespective of whether they are mentioned herein or not. Submission of binding offers shall mean acceptance of such provisions and other terms and conditions. Submission of offers in favour of third parties to be appointed at a later stage shall be accepted under the condition that express mention is made in this respect upon the submission and that the offerer shall give a personal guarantee in favour of such third party.
- Binding Offers: For the participation in the Auction interested parties are hereby invited to submit binding offers, not later than the 31st January 1994, 11:00 hours, to the office of the Athens Notary Public Mr. George Stefanakis, 39 Akadimias St., Athens, Tel: +30-1-645 0422 or +30-1-360 6969, Fax: +30-1-645 0423. Offers should expressly state the offered price and the detailed terms of payment (in cash or in instalments, mentioning the number of instalments, the dates thereof and the proposed annual interest rate). In the event of no determination of a) the way of payment, or b) whether the instalments bear interest and c) the interest rate, then it shall be deemed that a) the offered price is payable immediately in cash, b) the instalments shall bear no interest and c) the interest rate shall be the legal rate from time to time in force (presently 31% yearly). Binding offers, submitted later than the prescribed time limit, as referred to hereinabove, shall neither be accepted nor considered. The offers shall be binding until the adjudication.
- Letters of Guarantee: Binding offers must be accompanied by Letters of Guarantee, for an amount of drs. Seventy Million (70,000,000), issued, in accordance with the draft form of Letter of Guarantee contained in the Offering Memorandum, by a bank legally operating in Greece, to be valid until the adjudication. Letters of Guarantee shall be returned after the adjudication. In the event of non-compliance with the provisions and other terms and conditions referred to in paragraph 1 hereof, the Letters of Guarantee shall be forfeited as a penalty.
- Submissions: Binding offers together with the Letters of Guarantee shall be submitted in sealed envelopes. Submissions shall be made in person or through a duly authorised agent.
- Envelopes containing the binding offers shall be unsealed by the above mentioned Notary Public in his office, on the 31st January 1994, at 13:30 hours. Any party having duly submitted a binding offer shall be entitled to attend and sign the deed attesting the unsealing of the binding offers.
- As highest bidder shall be considered the participant whose offer will be judged, by the Creditors (the "Creditors"), representing more than 51% of the claims against the Company, in their absolute discretion, upon suggestion of the liquidator, to be in the best interests of all of the creditors of the Company. Mention is made that for the purposes of evaluating an offer proposed to be paid in instalments, the present value thereof shall be taken into account, which shall be calculated on the basis of a discount interest at an annual rate of 23% compounded yearly.
- The liquidator shall give written notice to the highest bidder to appear on the date and place mentioned therein and execute the contract of sale in accordance with the terms contained in his binding offer and/or any other improved terms, which may be suggested by the Creditors and agreed upon. Adjudication shall be deemed to take effect upon execution of the contract of sale.
- All costs and expenses of any nature in respect of the participation and the transfer of the assets offered hereby for sale shall be exclusively borne by the participants and the purchaser respectively. Pursuant to para. 13 of article 16a of Law 1892/1990, the sale contract, any subsequent transfers, all registrations and any other act necessary for the consummation of the sale contract, shall be exempt from any tax, duty or right of the sale or any third parties.
- The liquidator and the Creditors shall have no liability nor obligation whatsoever towards the participants in relation to the evaluation of the offers or the appointment of the highest bidder or any decision to repeat or cancel the Auction or any decision whatsoever in connection with the proceedings and the making of the Auction. Neither the Liquidator nor the Notary Public shall have any liability for any legal or actual defects of the assets. Submission of binding offers shall not create any right for the adjudication nor the participants shall acquire any right, power or claim from this invitation and/or their participation in the Auction against the Liquidator and/or the Creditors for any reason whatsoever.
- This invitation has been drafted in Greek and translated in English. In any event the Greek version shall prevail.

FOR OBTAINING THE OFFERING MEMORANDUM AND FOR ANY FURTHER INFORMATION PLEASE APPLY TO THE LIQUIDATOR OF THE COMPANY "ETHNIKI KEPHALEOU S.A. Administration of Assets and Liabilities", address: 1 Skouleniou Street, 105 61 Athens, Greece, tel. +3-1-323 1484, Fax: +30-1-321 7905 (attn. Mrs. Marike Frangaki).

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THE People page

The rise of Alfredo Sáenz

Last week saw the latest chapter in the saga of Spanish banking. Peter Bruce reports

Mario Conde, sacked last week as president of Banesto, Spain's fourth largest bank, used to dominate the vast dark green office he had at the bank's headquarters in Madrid's old financial quarter.

Its current occupant does not. The tall green tapestried folding screens, the white marble busts over the fireplace and the soft light filtering through the louvered windows somehow do not suit Alfredo Sáenz Abad.

Where Conde was immaculate, forceful and handsome, Sáenz seems quietly dressed, harmless and plain. Smaller too. On the face of it, Conde's removal and the nomination of Sáenz by the Bank of Spain to put in place a rescue package for Banesto has replaced the extraordinary with the merely normal.

But occupancy of that overdecorated office is a great personal triumph for an opera buff who is well connected in banking and politics. Alfredo Sáenz's rise to the top of Spanish banking has taken him from a top Jesuit university through lecturing to a string of senior jobs in the 1980s at Banco Vizcaya - then one of the most aggressive banks in the country.

Alfredo Sáenz has every intention of staying at Banesto now that he is finally in charge of one of Spain's "big five" banks. Sometime this year, the bank's shareholders should elect a new board and despite a possible challenge from Conde, the backing of the Bank of Spain would make Sáenz a near certainty for president. He has been made to wait long enough.

Four years ago he came within an inch of securing the co-presidency of Banco Bilbao Vizcaya (BBV) the biggest privately owned bank in the country. It was the intervention of the Bank of Spain that was to blame for his failure. The Banesto post may be a reward for taking that loss like a gentleman.

The race for the BBV leadership was a spiteful affair and Sáenz was one of the few people to come out of it well. It started when one of the big Basque banks, Bilbao, made a bid to buy Banesto at the end of 1987. It was partly followed by an injection of capital into Banesto by Mario Conde, then 38.

Sáenz' career as a banker took off under the patronage of Pedro Toledo, a clever banker with very close ties to the socialist government, who for many years ran Banco de Vizcaya, the highly regarded Basque bank. Sáenz's rise is in many ways a posthumous tribute to Vizcaya and to Toledo who died just over four years ago.

Toledo had a talent for hiring bright, ambitious people. Carlos Solchaga, the former finance minister, worked for him. So did Francisco Luzon, now chairman of Argenta, the big federation of government-owned banks. Another was Sáenz, an alumni, like Conde, of the prestigious Jesuit university of Deusto in Bilbao.

He had taught management there (a former student is now minister of the interior), turned down the job of deputy defence minister and worked in industry in the Basque country, from where Toledo hired him in 1980.

Spanish banking was in deep crisis at the time. The Bank of Spain was pressing larger banks to take over about 50 troubled smaller ones to prevent them collapsing. The biggest concern was in Barcelona, where Banca Catalana, one of the emblems of Catalan banking, had come close to failure before the Central Bank fired its management just as they did Banesto's last week.

Catalana had overestimated its assets by some Ptas800bn (€3,791m) and there were attempts to bring charges against the board, including Jordi Pujol, now leader of the Catalan regional government. They got nowhere. But after a brief stewardship by a pool of banks at Catalana, Vizcaya took it over and Toledo packed off Sáenz to put it back



PERSONAL FILE

Born: November 1942 in Las Arenas, Basque Country
Academic qualifications: degree in Law from University of Valladolid and in Economic Science from Deusto University, Bilbao

Career: 1965 to 1980: board member of Tubacex, Basque steel pipe producer
1981: director of planning, Banco de Vizcaya
1983: managing director, Banca Catalana
1986: managing director, 1990: first vice president, Banco Bilbao Vizcaya
1993: president, Banco Español de Crédito

together. At the time, Toledo was assumed to have acted very recklessly in buying Catalana.

Yet Sáenz' sojourn in Barcelona had a happy ending. By borrowing from the Bank of Spain and other Spanish banks, he converted Catalana into one of Spain's most profitable banks and remains its president today. Unusually for a Basque, he is revered in Barcelona. He made his first speech to Catalana shareholders in Catalan, which he had learnt in just nine months.

After Bilbao's bid for Banesto failed, it sought and won a merger with Vizcaya. Toledo and Bilbao's ageing president, José Ángel Sánchez Asaín, became co-presidents of the merged bank in 1988. The clear implication was that Toledo, the younger of the two, would rule on his own when Sánchez Asaín retired.

It was not to be. Toledo died suddenly in late 1989 of liver failure. Former Vizcaya people on the new BBV board quickly nominated Sáenz as his successor as co-president, which the Bilbao side rejected. In the clash of cultures that followed, former Vizcayans would accuse their new colleagues of being pen-pushers and counters of paper clips. The other side claimed Toledo had bred a team of flashy Rambo-bankers, unfit to run a bank as big as BBV.

In early 1990 the then governor of the Bank of Spain, Mariano Rubio, was asked to arbitrate and name a single president. Sánchez Asaín stepped aside

but it was another Bilbao man, Emilio Ybarra, whom Rubio selected. He named Sáenz as first vice president; he has run the BBV's retail side since.

Since then there has been a steady leakage of Toledo's bright young men from BBV, where former Bilbao managers now hold sway. Many have gone off to Argentina with Luzon.

For those that remained behind, biding their time along with Sáenz, Banesto and its 2,600 retail branches is their glittering reward. Within hours of Conde leaving Banesto, a stream of senior BBV managers began to take control of its operations. With few exceptions, they were former Vizcaya people; more are likely to follow. They long to recreate the upbeat, snappy atmosphere which marked Toledo's reign at BBV.

Mario Conde is unlikely to maintain silence on his ousting for very long. He owns 4 per cent of Banesto and he may challenge the decision to remove him. But it will be difficult. The Bank of Spain's blessing is essential to the survival of any bank president.

Conde cannot win back that approval: Sáenz has bucketfuls of it. Sáenz is well qualified to revive the ailing bank. Banesto headquarters staff warmed to him; he was quick to remember names and let it be known he was not there as the vanguard of a BBV takeover. He wants Banesto independent and for himself and his people. Fortunately, his friends run the country. They will help him.

Internationally . . .

Next step in Galvin dynasty

Young Chris Galvin (right) has a tough act to follow, writes Laurie Morse. As newly-named president and chief operating officer of Motorola, he must maintain the momentum generated by former CEO George Fisher, who defected to Eastman Kodak in October. Under Fisher, Motorola became a legendary research machine with a reputation for quality products in two competitive high-tech arenas - wireless telecommunications and semiconductors.

In 1992, Motorola's sales were \$13.3bn, twice those of 1988, and profits in 1993 are projected to be close to \$1bn.

Galvin, at 43, seems young to take over, but his whole life has been training for the job. The grandson of Motorola's founder Paul Galvin, and son of Robert Galvin, who chaired the company for 28 years, Chris Galvin seems destined for the chairman's seat. His family owns 3 per cent of the company's stock.

Colleagues say he has much more going for him than the Motorola pedigree. Bright and ambitious, Galvin began working part-time in the family business in 1967, and joined the company full-time



in 1973, peddling portable telephones. He worked through a series of sales management and marketing positions, earned an MBA from Northwestern University, and grew the company's portable paging division in the 1980s.

Galvin shares the chief executive office with Gary Tooker, a 30-year Motorola veteran who was Fisher's right-hand man, and who now holds the title of CEO.

With Motorola facing stiff competition from Intel in the semiconductor market, and from a host of overseas telecommunications rivals, the company is at a critical juncture. It is just embarking on a number of untold technologies, including the global communications scheme, Iridium, projected to cost \$3.4bn.

The task won't be easy. Motorola's stock was flying at a high 33 times earnings, or \$107 per share just before Fisher's departure. It has since skidded 19 per cent to \$87.

Edsel claws his way up

It cannot be easy having the most infamous first name in US automobile history, but Edsel Ford II nevertheless seems to be managing pretty well, writes Patrick Harverston.

The 44-year old Ford, who shares a name with the Ford Edsel, the car that bombed so spectacularly in the 1960s that its name eventually became synonymous with failure, has been made a vice-president of the auto manufacturer. His promotion has sparked speculation that he is being groomed for the top job at the company his great-grandfather founded in 1903. "He is clawing his way to the top," remarked one Wall Street analyst.

Although the family owns 40 per cent of the voting stock, a Ford has not run the company since 1980, when Henry Ford II stepped down as chairman. So it is understandable that the latest promotion of Edsel Ford has attracted some attention.

Edsel Ford is currently president of the group's finance arm, Ford Motor Credit; he has previously worked in the company's sales and marketing and international operations, a breadth of experience that will serve him in good stead should he ever end up running Ford.

His chance may come as soon as the end of this decade, when the recently appointed chairman, Alexander Trotman, is expected to retire.

In spite of his nearly 20 years at Ford, however, there are still doubts over whether Edsel Ford has earned his

promotions entirely on merit. David Healy, motor industry analyst at SG Warburg in New York, says that Edsel Ford's appointment as vice-president "really has more to do with the fact that this is a family company than it has with any normal executive decision."

Another, less charitable analyst, concurs, saying of Edsel: "Look, if his name wasn't Ford, he wouldn't be a candidate for the top job."

Banking on a rights issue

KLM Royal Dutch Airlines' long search for a finance director has finally ended with the appointment of Rob Abrahamson, a senior executive at the airline's main bankers, ABN AMRO, writes Ronald van de Krol.

Abrahamson, who joins on January 10, comes to the job with extensive experience in project financing, including the complex financing of new aircraft, now normal practice for capital-intensive airlines like KLM.

But it is already clear that one of his main challenges in the year ahead will be to put together a rights issue for KLM now that the Dutch national carrier's plans for a four-year partnership with SAS, Swissair and Austrian Airlines have fallen through.

Abrahamson's task will be made slightly easier by the fact that the Dutch government, which owns 38.2 per cent of the airline, has already expressed its willingness to take part in any issue. So far, KLM has refused to be drawn on either likely timing or size.

The increased importance of finance in KLM's future is reflected in the decision to make Abrahamson a member of the executive board. The previous finance director, Peter Alberda van Ekenstein, who left the airline in April, did not have a seat on the board.

Abrahamson, a 55-year-old Dutchman, spent 25 years at the Netherlands Bank of South Africa, including a three-year stint as chief executive officer. Returning to the Netherlands in 1987, he spent a short time with the Netherlands Investment Bank before joining ABN in 1989, a year before its merger with AMRO.

In his last job at the bank he was head of global clients and asset management and trust.

BUSINESS TRAVEL

Andrew Adonis on how your wish for simpler and cheaper phone calls from abroad can be granted

Magic card tricks

The extortionate hotel telephone bill need never enrage you again. The need to rummage around for piles of foreign coins to feed a pay telephone is an irritation of the past. So is the hunt for a kiosk that sells a telephone card - which you then usually carry home on the aircraft with most of its value unused.

Most European executives, however, still have not realised that carrying a telephone charge card is a way to short-circuit many of the hassles involved in calling home from abroad.

The idea behind "calling cards" is simple. You make your calls toll free, quoting a personal identification number, and the cost is charged either to your home or office telephone account, or to a credit or charge card account.

The majority of US travellers - at home and abroad - now have a telephone charge card. AT&T, the US telecommunications group, alone has more than 27m in circulation within the US. But it is estimated that only one in five UK travellers has a card, while elsewhere in Europe the proportion is thought to be lower still.

"Our main UK competitor isn't British Telecom: it's ignorance," says Mr Peter Valentini, AT&T's consumer markets manager in the UK. "Most

travellers still don't carry calling cards; and their employers don't seem to realise the cost."

While a card can reduce the worry, frequent overseas travellers stand to gain from having more than one phone charge card. Different cards have different virtues, in terms of where you can call and how much it costs. And since most of the cards come free, the only drawback is the time it takes to work out which card to use when.

Calls by card are charged at a premium rate. But a typical hotel call from the US to the UK costs more than twice as much as using a US telecom charge card. Similar savings can be made from using cards issued by local telephone operators when calling between European countries.

All Europe's larger state telecommunications operators issue calling cards. And in most of the main business destinations you can use any card to phone home.

Competition between the card companies is fierce, and no two cards are alike. For the overseas traveller, therefore, three things need to be



taken into account:

● Tariffs. For the US traveller, it is almost invariably cheaper to use a domestic than a foreign card to ring home. Rival US card producers are led by the three long-distance operators, AT&T, Sprint and MCI. The same does not apply to UK or

European travellers. In Europe, you are usually better off phoning home with a card from your national operator, but in the US you are likely to find it cheaper calling home with a US card. From next month, Sprint, the long-distance US carrier, is advertising a tariff from the US to the UK

on its Foncard barely one-fifth that available on BT's Chargcard.

For UK travellers, Mercury's card generally works out cheaper than BT's. A 10-minute peak-rate call from Germany to London costs £9.89 with a BT card, but £9.99 with Mercury.

● Ease of calling. Some cards have wider coverage than others. The main American, European and Asian destinations are covered by most cards. But while BT boasts 82 countries from which the UK can be called by Chargcard, Mercury's Calling Card extends to only 35. AT&T's card can be used by US travellers almost anywhere: it even offers an online translation service in 140 languages, 24 hours a day.

● Billing and calling procedures vary. Some cards allow you to charge the cost to a credit card; others restrict you to a home phone account. Of the UK cards, Mercury allows you to call direct, without going through an operator, while BT obliges you to go through an operator.

● Third-country calling. To protect their international revenues, some countries do not allow you to use a card to call a country other than that from which it originates. The principal business destinations affected are Spain, Japan, Singapore, China, Argentina and Brazil.

Only connect, for a more reliable ride

Daniel Green explores better ways of flying to eastern Europe

Travellers' tales from eastern Europe and the old Soviet Union, of overcrowded aircraft, of being flown to the wrong destination or of passengers having to club together to buy the fuel, make good table talk. But yesterday's fatal air crash in Russia (see 'Travel Update') is a reminder that safety, as well as comfort, should be taken seriously when you venture east of the Elbe.

One way of increasing the safety of your trip - recommended by the UK foreign office - is to seek out western airlines that fly to smaller cities in the east.

Several European carriers are making a virtue of their central European bases and are offering quick connections to destinations such as Bucharest and Timisoara in Romania, Kiev and Odessa in Ukraine, Minsk in Belarus, Alma Ata in Kazakhstan and half a dozen other hard-to-get-to cities.

Your first choice should be Austrian Airlines. It flies to 10 cities that do not have direct links from London, Paris, New York or Tokyo, and it also offers short, same-day connections. Travellers receive boarding passes at their home airport for the onward flight and can check baggage through to their final destination. Austrian guarantees baggage transfer at Vienna even if there is only half an hour between connecting flights.

Although a direct flight might be faster, the extra time needed for the stopover in Vienna is usually short, and the difference in comfort and convenience great. Going to Kiev via Vienna, for example, you leave London at 07:35 and arrive at 14:50. The connecting flight from Paris leaves at 08:10, from Milan at 08:20 and

from New York at about 19:00 the previous day. The direct alternative from London, on Ukraine International Airlines, flies three times a week in the late afternoon, arriving at the inconvenient hour of 21:45.

Running a close second to Austrian Airlines is Lufthansa, the German carrier. It flies to many of the same cities, but some departures are too early for a same-day connection when starting from London, Paris or New York.

However, Lufthansa does fly to some cities that no other western carrier reaches. They include Alma Ata and Tashkent, the capitals of Kazakhstan and Uzbekistan, both important for the oil and gas industries. Some oil executives are not so lucky. Cities such as Baku in Azerbaijan have no direct flights from west Europe. But it is possible to avoid flying via Moscow on TAT, the Turkish airline. TAT also flies to Ashkhabad, capital of Turkmenistan, and if there is no same-day connection in Ankara, TAT will pay for a night's accommodation.

Travellers to the Baltic states have a wider choice. To Riga or Tallinn, you can go via Frankfurt or Munich on Lufthansa, via Copenhagen on SAS, or Helsinki on Finnair. For Vilnius, pick from SAS, Lufthansa, Austrian or Hamburg Airlines.

Some of these connections do not appear in airline guides such as ABC. And new destinations are continually being added: Austrian will fly to Odessa from this spring, for example. However, all connections and additions should be on electronic booking systems. But it may be wise to stimulate the imagination of your travel department or agency to check all the options.

Rouble replaces dollar

The US dollar is due to disappear officially from Russia's shops in an attempt to put Russians more in control of their own finances.

Economists said a central bank regulation preventing traders from accepting foreign cash could help the rouble in the short term. But the real impact would be psychological.

Russia announced the ban on cash dollar trade in early October, days after President Boris Yeltsin sent in the tanks to quell a rebellion from the old conservative parliament.

The rouble more than halved in value in the first five months of last year, but the sharp fall ended in June and losses since then have been steady rather than dramatic. It now trades at around 1,250 to the dollar.

Under the new rules, credit card bills will still be denominated in dollars but cash payments must be made in roubles.



The dollar had virtually become a parallel currency in the two years since Russia's economic reforms.

Russian aircraft crash

A blazing Russian airliner crashed in the icy wastes of Siberia yesterday, ploughing through farmhouses and killing all 120 people on board, including at least 16 foreigners, in Russia's worst air accident in nearly a decade.

A spokeswoman for the Moscow-based State Committee for Emergencies said the captain of the Tupolev-154 craft had reported one of its engines catching fire minutes after

taking off from the Siberian city of Irkutsk on Flight 130 to Moscow. As he turned back to the airport, the other two jets of the Baikal Air aircraft failed.

The airliner was just 12 minutes into what should have been a five-hour flight to the Russian capital from Irkutsk, an industrial town situated on Lake Baikal, the world's largest freshwater lake and a famous tourist attraction.

The British foreign office is advising travellers where possible to fly directly to their destination on an international flight originating outside the former Soviet Union (see article on this page).

BA long-haul smoking ban

Smokers travelling on British Airways' longest-haul flights now face up to 24 hours without a cigarette.

The airline is introducing a smoking ban for a trial period on flights to and from Australia and New Zealand and says it will become permanent if passengers are happy with it.

It will apply to all BA services operating to Sydney,

Melbourne, Brisbane, Adelaide, Perth and Auckland, via both Singapore and Bangkok. The airline's domestic UK flights and European flights of less than 90 minutes are already non-smoking.

Mexican unrest

The situation around San Cristobal de la Casas in southern Mexico is still tense, following clashes between armed peasants and the army. An estimated 300 Mexican soldiers patrolled the streets and warned residents to stay inside for safety.

The peasants, who call themselves the Zapatista National Liberation Army and say they are fighting for indigenous rights, took over what the government now says was six cities in the southern state of Chiapas in New Year's day raids.

A rebel commander identifying himself as Comandante Marcos also told reporters that the uprising was tied to the North American Free Trade Agreement, the pact linking the US, Canada and Mexico in a free trade

Likely weather in the leading business centres

	Tue	Wed	Thur	Fri	Sat
Tokyo	☁ 6	☁ 22	☁ 21	☁ 22	☁ 21
Hong Kong	☁ 22	☁ 22	☁ 21	☁ 22	☁ 21
London	☁ 6	☁ 22	☁ 21	☁ 22	☁ 21
Frankfurt	☁ 6	☁ 22	☁ 21	☁ 22	☁ 21
New York	☁ 2	☁ 1	☁ 2	☁ 2	☁ 3
L. Angeles	☁ 19	☁ 17	☁ 16	☁ 18	☁ 21
Milan	☁ 4	☁ 3	☁ 3	☁ 3	☁ 5
Paris	☁ 9	☁ 6	☁ 6	☁ 5	☁ 5
Zurich	☁ 9	☁ 6	☁ 6	☁ 5	☁ 5

Maximum temperatures in Celsius. Information supplied by Meteo Consult of the Netherlands

zone. It went into effect on New Year's day.

Other trouble spots

The British Foreign and Commonwealth Office has issued the following advice to travellers to other regions: Philippines: Power blackouts

of up to eight hours happen daily. Violence is a serious problem in parts of north Luzon and the Visayas.

A curfew is in force in Azerbaijan and all border areas should be avoided. Non-essential visits to Baku should be postponed. All visits to Tajikistan should be postponed because of political and ethnically based clashes.

Essential dates for the cultured classes

The FT critics make their personal selection for this year's most exciting events in the arts

Opera in Britain/Max Loppert

Football? kick it around

In 1994, as in the year past, scores of *Carmen*, *Tosca*, *Fledermaus*, *Figaro* and *Magic Flute* revivals are set to bulk out the schedules of the main British opera companies: in other words, long runs of the easy-to-mount popular favourites, forced on most of them as a means of survival in hard times. If you look hard enough, though, there are genuinely exciting things in prospect, tucked away in the midst of these schedules.

Among these I would instance the Royal Opera's first-ever account of Rossini's *Mosè in Egitto* (opening May 23) - that is to say, Rossini's Moses opera in its shorter, more consistent original (1818) Neapolitan form, rather than in its more familiar, looser-limbed later (1827) Parisian one. At Covent Garden this marvellous work, at once neo-Classical and early-Romantic in tone, is promised the fine cast - Anna Caterina Antonacci, Ann Murray, Bruce Ford, and Ruggero Raimondi in the title role - which all rare Rossini works need to persuade the unconvinced of their great merit.

At the English National Opera the latest opera premiere is likely to be of special interest: *Blond Eckbert* (opening April 20), the third opera by Judith Weir. Her previous two - *A Night at the Chinese Opera* and

The Vanishing Bridegroom - each gained a popular success unknown to the general run of new opera, and with just cause: Weir's is not just an original view of the musical-dramatic medium, but a captivating, commanding, utterly fresh and personal one, capable of creating in each dramatic work a whole new world and transporting even the most "innocent", unlettered opera-goer into it.

Another new opera that whets the appetite, this time from Opera North, is being touted as the first-ever "football opera" - Benedict Mason's *Playing Away* (Leeds, from May 31), on a libretto by playwright Howard Brenton. Already Mason, a young English composer, has shown in a series of concert-works a quirky, madcap sense of humour that augurs well for his first venture into the opera house; and, even for those with no interest whatever in the subject, the hints of Faustian bargains-with-the-devil that are said to underlie the conception will surely add to the fascination.

1994 is, of course, the year that the new Glyndebourne Theatre opens its doors. It has 300 seats more than the old, and enlarged stage and audience facilities; but, in spite of that increased seating provision, for non-festival-members there is already probably small

hope of getting seats (the festival repertory is made up of *Figaro*, *The Rake's Progress*, *Peter Grimes*, and new productions of *Don Giovanni* and *Otello*), except by the usual stratagems of haunting the box office for returns.

As times in Britain get ever harder for the mounting fully fledged opera stagings, the attractions of concert performances are likely to increase for promoters. In London alone, in the first few months of the year, there is an unusual amount of exceptional fare offer. The BBC Symphony promises concert performances of Berg's *Lulu* (conducted by Andrew Davis) and, as part of a Luciano Berio festival, the first British outing of Berio's second opera, *La vera storia*. Verdi's *Ernani* comes on at the Festival Hall in March, given by the group Opera in Concert.

Perhaps most welcome news of all, the Royal Philharmonic Orchestra plans to renew its link with the St Petersburg Kirov Opera and that company's remarkable chief, the conductor Valery Gergiev. Concert performances of two Rimsky-Korsakov rarities - *Kaschey the Immortal* and *The Legend of the Invisible City of Kitezh* - are in prospect next May, and impatiently awaited.

Opera overseas/Andrew Clark

Some dreams come true

The international musical year makes its most dynamic stage on the other side of the Atlantic, with three world premieres over the next six weeks. America's most experienced opera composer, Dominick Argento, evokes the spirit of the legendary 1930s Hollywood actor Rudolph Valentino in his new opera *The Dream of Valentino*, which will be unveiled by the Washington Opera (Jan 15). The other two premieres are orchestral: Kurt Masur conducts the New York Philharmonic in Schnittke's Eighth Symphony (Feb 10), and Daniel Barenboim conducts a new Elliott Carter work in Chicago (Feb 17).

In Europe, the spotlight falls initially on the Bavarian State Opera in Munich, where Peter Jonas has launched a British invasion in his first season as intendant. Tom Cairns designs and directs *Un ballo in maschera* with a cast including Dennis O'Neill and Julia Varady (Jan 31), while Richard Jones and Charles Mackerras tackle *Giulio Cesare*, with Ann Murray in the title role (March 21).

Zurich also makes a rare foray into Handel with *Alcina* (Feb 5), one of two new productions conducted by Nikolaus Harnoncourt - the other being a very Viennese-looking

La Belle Hélène (May 28). The highlight of the Geneva season promises to be Francesco Zambello's new staging of *Billy Budd*, with a cast headed by Robert Tear, Rodney Gilby and Samuel Ramey (March 15).

Claudio Abbado's Faust series with the Berlin Philharmonic reaches its climax with Mahler's Eighth Symphony (Feb 12/13), but the event likely to generate most excitement in Berlin is saved for the end of the season - when Carlos Kleiber emerges from seclusion to conduct the federal president's charity concert (June 28).

Nothing in the Milan programme arouses undue interest - except perhaps Riccardo Muti's *Rigoletto* (May 14). French tenor star-in-waiting Roberto Alagna sings the Duke, before moving to Paris to join Nuccia Focile in *Romeo et Juliette* at the Opéra-Comique (June 24). Apart from a showing of Harry Kupfer's 1987 Stuttgart production of *Die Soldaten* at the Bastille (Jan 22), the only big-scale opera project in Paris is a new *Ring* at the Châtelet, conducted by Jeffrey Tate and staged by Pierre Strosser (June-Nov).

That may be overshadowed by the new *Ring* at Bayreuth - a curious marriage of arch-radical producer, Alfred Kirchner, and arch-conservative conductor, James Le-

vine. But Bayreuth faces strong competition from this summer's Salzburg programme, which promises to be Gérard Mortier's strongest yet: a Barenboim-Chéreau *Don Giovanni*, two cycles of Beethoven symphonies conducted by Harnoncourt, a Stravinsky series featuring a Nagano-Sellers *Oedipus Rex*, and plenty of Stockhausen and Boulez.

Lovers of operatic rarities will seek out Lalo's *Le Roi d'Ys* at Marseille (March 16) and Reger's *Sigurd* at Montpellier (May 6). But the most intriguing of all is the revival of Hans Krása's Dostoyevsky opera *Uncle's Dream* at the Prague State Opera - formerly Prague's German theatre, where it was premiered by George Seil in 1933. Krása was gassed at Auschwitz, and the opera has not been heard since - unlike his children's opera, *Brundis*, which was performed last year at London's South Bank. When a young Israeli conductor, Israel Yonon, recently asked Universal Edition for the score, he was told it had been lost. He persisted, and eventually found Krása's manuscript, complete with Seil's pencil markings, in the basement of the publisher's Vienna premises. Yonon conducts *Uncle's Dream* in Prague on March 27. (The production transfers to Mannheim in June.)

encapsulates all that is new and spiritual in jazz, is 25 this year and founder Manfred Eicher is thought to be organising appropriately astringent and European events. Fans of Jarrett, Garbarek, Surman et al would do well to watch the listings in the autumn for signs of European Contemporary Music activity in a city near there.

Garry Booth

Jazz tunes in to anniversaries

Important anniversaries are celebrated in 1994 by two jazz record labels which each represent distinct and different aspects of the music. Expect much retrospection, recorded and live, to mark the occasions.

Norman Granz's Verve label was founded in 1944 with the launch of the Jazz At The Philharmonic shows in Los Angeles. JATP stars who found a home on the Granz

labels which later became Verve included Charlie Parker, Lester Young, Ella Fitzgerald and Billie Holiday. On April 6, survivors Illinois Jacquet and Flip Phillips will be joined by current stars Joe Henderson and Betty Carter in a concert at New York's Carnegie Hall for the start of the year-long celebration. The reclusive Granz may even put in an appearance on the first night.

ECM, the German label which

with choreographies by Ohad Naharin, Christopher Bruce and Jiri Kylian, opens on Sat and runs daily except Sun till Jan 15 (022-311 2311).

Orchestra in Glinka, Chopin, Barber and Strauss, with piano soloist Hitomi Unoki. Next Tues: Lynn Harrell cello recital. Jan 14, 15, 16: Bernard Haitink conducts Vienna Philharmonic. Jan 24-27: Philharmonia/Sinopoli Mahler cycle (505 8190).

KonzertHaus Sun: Anne Sofie von Otter, accompanied by Melvyn Tan, sings Lieder by Schubert, Mozart and Haydn. Jan 12: Francisco Araiza sings recital. Jan 15-23: festival of 16th century music (712 1211).

■ SALZBURG

MOZARTWOCHE
A Mozart festival takes place from Jan 21 to 31, with orchestral concerts featuring Concerto Köln, the Mozarteum Orchestra and the Vienna Philharmonic. Andreas Schiff will give two recitals and take part in two chamber music performances. The Hagen Quartet will give the world premiere of a new work by György Kurtág (tel 0662-873154 fax 0662 872996).

■ VIENNA

Staatsoper Tonight, Thurs: Nutcracker. Tomorrow, next Tues: La traviata with Julia Varady. Fri, next Mon: Les Cortes d'Hoffmann with Domingo. Sat: Die Zauberflöte. Sun: Salome. Jan 13, 16, 19, 22: Samuel Ramey sings Boris Godunov. Jan 23, 27 30: Colin Davis conducts Idomeneo, with Siegfried Jerusalem and Anne Sofie von Otter (51-244 2955).

Musikverein Sat. Sun: Isaac Karabitschvsky conducts Tonkünstler

singer Clarence Gatemouth Brown and band on Fri and singer/songwriter Jonathan Edwards on Sat (703-218 6500).

■ THEATRE

● The Will Rogers Follies: the Tony Award-winning musical, choreographed by Tommy Tune, runs daily except Mon till Jan 30 (Kennedy Center Opera House 202-467 4600).

● The Price: Arthur Miller story of family facing price of life's choices, Joe Dowling directed, till Feb 27 (Arena Stage 202-488 3300).

● Das Barock: Scott Warrander and Jim Luigs country and western musical based on tale of Siegfried and Brunnhilde in Wagner's Ring. Opens Fri, Baltimore's Center Stage (410-332 0033).

■ ZURICH

Opernhaus Tonight, Fri: Bernd Bienert's production of Glazunov's ballet Raymonda. Tomorrow, Sat: Manfred Honeck conducts Hans Hollmann's new production of Andrea Chenier, with Gabriela Benackova, Francisco Araiza and Giorgio Zancanaro. Thurs and Sun: Salome with Inga Nielsen. Sun afternoon, Mon evening: Georges Prêtre conducts Verdi's Requiem. Jan 17: Olaf Bär song recital. Jan 18: revival of Lucia di Lammermoor with Edita Gruberova (01-262 0909).

Tonhalle Tomorrow: Peter Eidenbenz conducts Tonhalle Orchestra and Zurich Bach Choir in Britten's War Requiem. Thurs: Aynur Quartet plays string quartets by Mozart, Schnittke and Beethoven (01-261 1600).

Theatre in Europe/Jackie Wullschlager

Sexy, daring and dramatic

A journalist once asked de Gaulle to name the three greatest European writers. "Dante, Goethe - and Chateaubriand", came the reply. "What? Not Shakespeare?" exclaimed the journalist. "But you asked for European writers", said de Gaulle.

It is that great divide which makes European theatre an exotic, heady experience for us English. It grows out of different roots; its future will be different. It is multi-cultural and multi-lingual. Keynotes are high stylisation, boldly revised texts, surreal, post-modern settings. Intellectual debate on stage is sexy, daring - dramatic gods are figures like Sartre and Brecht. The results can be dazzling, or dire.

Ironically, it is an American, director Bob Wilson, now working in Paris, who lowers over Europe's stages. Wilson's genius is to turn tradition upside down, extracting the mythic essence of a piece through a contemporary, minimalist aesthetic all his own. Next year he fixes on two very traditional areas. In April, he stages Grimm's fairy tales in Munich; in June he directs two Noh operas in Florence. Both are tightly-controlled art forms, for which his brand of chill artifice - jagged sets; miming, cardboard characters; jangling tunes - offers exciting possibilities. Vintage Wilson - musicals *The Black Rider* (an update of William Tell), and *Alice in Wonderland* - will be revived at Hamburg's Thalia Theatre. Both mix high tech razzle-dazzle with nursery rhyme soulfulness, and confirm Wilson as a star entertainer.

In Europe, the musical, with its roots in cabaret and Brecht, has an intellectual respectability which attracts pioneering directors. In the 1980s, Germany's prophet of surreal aesthetics, Gunter Kramer, produced a legendary steel-and-neon *Threepenny Opera* at Cologne which influenced all subsequent productions. This New Year Cologne's extravaganza is Kramer's *Anastasia*, a radical revision of *Fiddler on the Roof*. The Vienna Burgtheater's New Year show is *The Caucasian Chalk Circle*, directed by veteran Brechtian Ruth Berghaus, with her hallmark of mechanised choreography and menacing cityscapes, to Paul Dessau's original music. In June, another former east German, Katharina Thalbach, offers *The Threepenny Opera* in Hamburg. East European influences now hold firm away over western drama. Big waddy as the Burgtheater's Hungarian satirist George Tabori, who directs his own new play next month.

Highlight at the Comédie Française is Alexander Lang, formerly of the Berliner Ensemble, directing Kleist's *Prince of Homburg*. A good night at the Burg or the Comédie, the two oldest houses in Europe, is perfection. Across the Seine at the Odeon Theatre, the Russian season will be this theatre's most exciting foreign festival for years: watch for Lev Dodine's *Cherry Orchard* and Luis Pasqual's doing Tsvetaeva's *The Phoenix*.

Too few foreign shows visit Britain, although Peter Brook's famed *L'homme qui...* about the psychology of madness, arrives from Paris in the spring.

Dance/Clement Crisp

Just avoid 'Swan Lake' at all costs

Looking forward into the year's dance, does not, alas, imply looking forward to it. Much looks predictable, and I cite only those dates that seem to be worth a diary entry. Please note that I am not a dancer, but a writer with Kim Brandstrup's Arc Dance troupe for a bold venture at Sadler's Wells (February 9-12) when he will appear in a new *Othello* that Brandstrup is to make for him.

Other Wells events include a "Spanish season" in March with Cristina Hoyos and then the Compania Nacional de Danza in two programmes by Nacho Duato. At Covent Garden, *Mayerling* will be revived at the end of January, and again in March for two performances with Mukhamedov and Michael Nunn - both admirable as Archduke Rudolf. Birmingham Royal Ballet will come to Covent Garden in March/April with a triple bill including a new acquisition, *Full River Legend*, Agnes de Mille's jolly old barnstormer about Lizzie Borden ("You can't chop your Momma up in Massachusetts. And then blame all the damage on the mice!"). Lizzie should turn her axe on the company's lamentable new *Sylvia*.

If you are in Paris in February, the Opera Garnier will present a fascinating Nijinsky programme which includes a "reconstruction"

(optimistic term) of Nijinsky's *Tyl Eulenspiegel*, last seen for a handful of performances in New York in 1916, together with the "reconstruction" of his *Le Rite of Spring*. In March the Palais Garnier will also show a triple bill of brand new works by Roland Petit - good news - and in July the San Francisco Ballet will appear there with two programmes.

Meantime in New York, New York City Ballet will have its April/June season at the State Theatre, and American Ballet Theatre will presumably pay its traditional visit to the Met in that annual cross-the-Plaza rivalry with NYCB.

Good news from the Edinburgh Festival is that both Mark Morris and Merce Cunningham's troupes will be on offer with a large repertory. London ballet dates are unknown, though English National Ballet will play a week at the Coliseum with its new *Sleeping Beauty* and then on to the Festival Hall with *Beauty and Coppelius*.

One other thing is sure: somewhere, someone is going to rush in with *Swan Lake*. I remember in New York one lunch-time a decade ago finding the N.Y. Post front page devoted to a traffic-stopping headline of just eight letters: *Pope Shot*. I'm not at all sure nowadays whether *Swan Lake*'s eight letters are not more calculated to strike terror into the heart.

INTERNATIONAL ARTS GUIDE

■ AMSTERDAM

Concertgebouw Tonight: Aldo Ciccolini piano recital. Tomorrow: Hartmut Haenchen conducts Netherlands Philharmonic Orchestra and Chorus in Beethoven's Ninth Symphony. Thurs: Gerd Albrecht conducts Royal Concertgebouw Orchestra in Debussy and Messiaen. Fri: Mark Wigglesworth conducts National Youth Orchestra in Prokofiev and Shostakovich, with piano soloist Peter Donohoe. Sat: Maria João Pires piano recital. Sun afternoon: Hans Vonk conducts Radio Philharmonic Orchestra in Varese, Takemitsu and Schoenberg, with pianist Paul Crossley (020-671 8345).

Musiktheater Tomorrow, Thurs, Fri: Frankfurt ballet in William Forsythe's *The Loss of Small Detail*. Jan 12: first night of Pierre Audi's new production of Mozart's *Il re pastore* (020-625 5455).

■ BASLE

Casino Thurs: Heinz Holliger

conducts Basle Symphony Orchestra in works by Mozart and Mahler, with piano soloist Jean Louis Steuerman and soprano Ruth Ziesak (061-272 1176).

■ BRUSSELS

Palais des Beaux Arts David Shalton conducts Belgian National Orchestra on Thurs in a Richard Strauss programme, with vocal soloists Solveig Kringsjorn and Dirk van Groenouwen. Raphael Ensemble plays Brahms string sextets next Mon (02-507 8200).

■ CHICAGO

CHICAGO SYMPHONY
The orchestra's chief conductor, Daniel Barenboim, is in residence for most of the next two months. Jan 6, 7, 8, 11: Scriabin's Piano Concerto (Dmitri Bashkirtov) and Tchaikovsky's Fifth Symphony. Jan 13, 14, 15: Gidon Kremer plays Berg's Violin Concerto. Jan 18: Wagner and Bruckner. Jan 27, 28, 29, February 1: all-Mozart. February 10-15: Radi Lupu plays Beethoven. February 17: world premiere of new work by Elliott Carter (312-435 8686).

CHICAGO LYRIC OPERA
Il trovatore can be seen on Jan 7, 11, 15, 19 and 22 with a cast led by Lyubov Kazamovskaya, Chris Merritt, Dolores Zelick and Paolo Gavanelli. Daniel Barenboim makes his Lyric Opera debut on Jan 24 conducting Wozzeck. In the production by Patrice Chéreau first seen in Paris (312-332 2244).

THEATRE

● The Rise and Fall of Little Voice: American premiere of Jim Cartwright's Olivier Award-winning drama about a young girl in northern England with an uncanny ability to imitate famous singers. Simon Curtis directs an American cast for Chicago's acclaimed Steppenwolf Theatre Company (312-335 1650).

● Picasso at the Lapin Agile: world premiere of film comedian Steve Martin's first play, set in a turn-of-century Paris café, as 25-year old Albert Einstein looks wistful with Pablo Picasso, aged 23. Till Jan 13 at Steppenwolf Studio Theatre (312-335 1650).

● Phantom of the Opera: check the season schedules of theatres throughout the country and you'll see why Andrew Lloyd Webber was voted the most important person in American theatre by Theaterweek magazine - his productions are everywhere. Till April at Auditorium Theatre (312-558 2900).

● Joseph and the Amazing Technicolour Dreamcoat: surprise! more Lloyd Webber. This production stars former teen heart-throb Donny Osmond as the Bible's flashiest dresser. In an open-ended run at Chicago Theatre (312-902 1500).

● Cleopatra: David Mamet's two-hander about sexual harassment has become one of the most-produced plays in America. This production, directed by Michael Maggio, plays at the Wellington Theatre in an open-ended run (312-975 7171).

■ GENEVA

Grand Théâtre A ballet mixed bill,



'Still Life: Bust, Bowl and Palette' by Picasso at the Tate

Exhibitions in Britain/William Packer

From Modigliani to 'Some went mad...'

What Paris might have on show, or New York for that matter, or Edinburgh, Glasgow, Cardiff and, increasingly, the provincial cities, also have treats of the highest quality. Here is a short list of just some of the things that 1994 holds.

The Unknown Modigliani: 240 of the 440 hitherto unknown drawings amassed by Paul Alexandre before 1914; Royal Academy, Jan 14-April 4.

Claude: The Poetic Landscape: paintings and drawings at the National Gallery, Jan 26-April 10. John Milton: English neo-Romanic who died too young; Royal College of Art, Jan 11-Feb 9.

Holbein & the Court of Henry VIII: the drawings in the Royal Collection at Windsor; National Portrait Gallery, Jan 21-April 17. Picasso: Sculptor and Painter: a fundamental reconsideration of the relation between these two aspects of his work. Tate Gallery, Feb 16-May 8.

Medardo Rosso: influential but now largely unknown post-impressionist and symbolist sculptor; Whitechapel, Feb 25-April 24, then on to Edinburgh and Leeds.

Goya: cabinet pictures, sketches and miniatures - Goya at his most intimate, satirical and inventive; Royal Academy, March 17-June 12. Zarbaban: Jacob and his 12 sons; a rare chance to see this remarkable series of full-length figures. National Gallery, March 9-May 22.

Dali - The Early Years: Hayward Gallery, March 3-May 20. Matisse, Maillol, Rodin: monumental figurative sculpture; the Tate at Liverpool, from March 15.

Raphael: three works from the Bridgewater collection; National Gallery of Scotland, May 5-July 10.

Some Went Mad... Some Ran Away: Damien Hirst's pick of the young international avant-garde;

Serpentine, May 4-June 6. British Landscape Watercolours: Fitzwilliam Museum, Cambridge, May 17-Sept 4.

R.B.Kitt: overdue retrospective of the work of one of the most intriguing figures in British figurative. Tate Gallery, June 15-Sept 14.

Bonnard at the Villa Bosquet: Bonnard bought his house in the South of France in 1927, and remained until his death in 1947; Hayward Gallery, June 23-Aug 29.

Constable's Drawings: an aspect of his work seldom considered; Dulwich Picture Gallery, July 13-Oct 18.

The Romantic Spirit in German Art 1790-1890: Scottish National Gallery of Modern Art, July 28-Sept 4, then to the Hayward in London.

Belgian Art 1880-1900: Impressionism & post-impressionism - a national school of which we see too little; Royal Academy, July 7-Oct 20.

Frank Kline: a leading but under-shown abstract expressionist of the New York School of the 1950s; Whitechapel, July 8-Sept 11.

Monet to Matisse: landscape painting in France 1874-1914; National Gallery of Scotland, Edinburgh, Aug 11-Oct 23.

Barbara Hepworth: first full consideration of her work since 1988; Tate at Liverpool, Sept 14-Dec 4.

A Bitter Truth: Avant-Garde Art & the Great War: war-inspired work of international artists; Barbican, Sept 28-Dec 11.

The Glory of Venice: the 18th century and the Venice of Canaletto, Guardi and, above all, of Tiepolo; Royal Academy, Sept 18-Dec 14.

James MacNeill Whistler: long-awaited study of one of the greatest painters of the European fin-de-siècle; Tate Gallery, Oct 12-Jan 8, then on to Paris and Washington.

Frank Dobson: an important modern British sculptor long overshadowed by the fiercer reputation of Henry Moore, that now makes post-humous amends: Henry Moore Sculpture Institute, Leeds, Oct 4-Dec 20.

ARTS GUIDE

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Euronews 0745, 1315, 1545, 1845

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Sky News: 0330; 1330

SUNDAY

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Forecast 94

The UK economy is like the little girl in the nursery rhyme. When conditions are bad, they are horrid; and when they are good, they are very good.

The historical record shows that low inflation and interest rates coincide with rapid growth of output and employment; and high inflation and interest rates are associated with slow growth or even falls in output and employment. Good figures for "real" and "financial" variables tend to be bunched at the same time - as, too, do poor figures for both types of variable.

The latest boom-bust cycle has illustrated the pattern to perfection. In 1987 and 1988 non-oil output grew by more than 4 per cent a year, while the annual rate of retail inflation remained at about 5 per cent until mid-1988. By contrast, in 1990 output went up by 1/2 per cent and in 1991 it fell by more than 3 per cent, but inflation was more than 7 per cent and in late 1990 it peaked at more than 10 per cent.

At first glance, this is rather strange. Common sense tells us that inflation ought to be worst when demand is strong, not when the economy is growing at an above-average rate, while inflation ought to be low when demand is depressed. The real variables ought to be good when the financial variables are bad, and vice versa.

Does not the actual experience of the economy - that real and financial variables are good and bad together - seem anomalous? Don't the facts contradict common sense? Isn't there a puzzle here?

Actually there is no puzzle. The economy's behaviour is fully consistent - with both common sense and economic theory. The vital distinction is between *levels* and *rates of change*, and the key to understanding is to recognise that the direction of inflation depends not on the rate of change of output (relative to trend) but on the level of output (also, relative to trend).

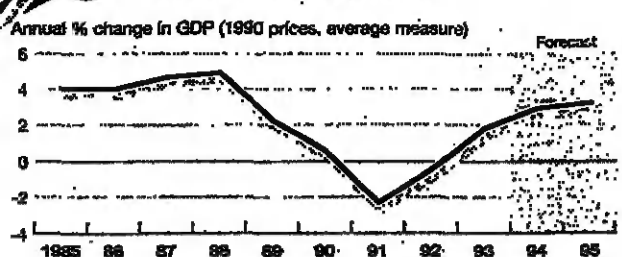
Consider the economic situation in late 1989. Output had grown continuously since mid-1981 and, for three years - 1986, 1987 and 1988 - it had grown above the long-run sustainable rate. As a result, the level of output was higher than the trend figure, perhaps by as much as 4 per cent.

The economy was over-stretched. Companies found it

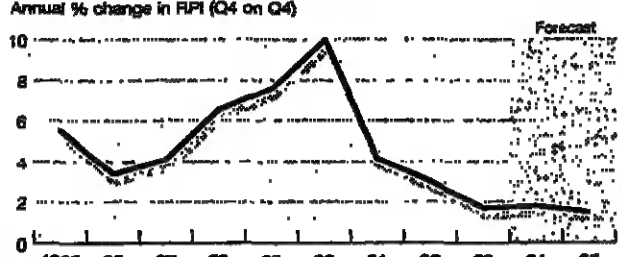
The UK economy will continue to grow, writes Tim Congdon

A rich harvest

UK real GDP growth



'Headline' inflation



Source: Datastream, Prof. Tim Congdon

difficult to find workers with the right skills at the right price, machinery was being fully utilised and commercial property was in short supply. So pay and price rises were accelerating, and rents soared by 30-40 per cent a year.

The government's agenda was plainly to curb demand and to bring the level of output back towards its trend. But one year of slow growth was not sufficient. Although the 1/2 per cent output growth in 1990 was 2 per cent beneath the trend rate of change, it still left the level of output 3 per cent above trend in late 1990.

Inflation was therefore still rising at that time. Only with the sharp drop in output in 1991 was enough spare capacity created in the economy for inflation to start falling. The year from mid-1990 to mid-1991 saw the combination of the highest inflation in a decade, a slump in output and a steep climb in unemployment. The economic situation was horrid.

What does this analysis imply for 1994 and, by extension, for the mid-1990s? The answer is that 1994 and the

mid-1990s should be a complete contrast to the miseries of the recession from which we are now emerging. They could be the best years for the British economy since the 1960s.

The rationale for forecasting a benign phase of the cycle is similar to our description of the last recession, except that the argument runs in reverse. Whereas in late 1989 the level of output in the economy was 4 per cent above trend, in early 1993 it was at least 4 per cent beneath trend. Logically the excess of trend output over actual output was associated with strong downward pressure on inflation. By late 1993 the figures for the 12-month change in retail prices were the lowest for 30 years.

Demand and output grew in 1993, possibly by more than 2 per cent. But this was not an above-trend figure for the rate of change. So in early 1994 the level of output will still be 4 per cent beneath trend and inflation will continue to decline. Indeed the only way to stop inflation falling yet fur-

ther is to boost the level of output to the trend figure, which implies that the rate of change of output has for a time to be well above trend.

Thus growth in 1994 and 1995 of 4/2 per cent in each year (that is, 2 per cent above the 2 1/2 per cent trend for two consecutive years) would eliminate the excess of trend output over actual. If rapid growth persisted in 1996, this might reignite inflationary pressures from early 1986 onwards. However, it is much more plausible that growth in 1994 and 1995 will be only a touch above trend at, say, 3 or 3 1/2 per cent. The level of output would then still be beneath trend in early 1996. Incredible though it may sound, inflationary pressures ought to go on weakening in 1994, 1995 and 1996.

The latest news on inflation and growth has, in fact, been much better than generally expected. Not only has inflation tumbled to low levels, but output and employment have made solid gains in recent quarters. The provisional national accounts statistics indicate that gross domestic product rose by a little above 1/2 per cent in the third quarter. But separate data on employment show that the workforce in the service sector soared by the astonishing figure of 149,000, or by 1 per cent (that is, by an annualised 4 per cent).

Part of the explanation may be the buoyancy in City financial services, connected with surging turnover in foreign exchange and bond trading, and high prices in bond and equity markets. With the latest surveys from the Confederation of British Industry suggesting that demand and output in manufacturing is satisfactory, the economy as a whole may be expanding at slightly above trend.

The year ahead is starting on the right note - in spite of the adverse effect on spending power of the tax increases announced in the two budgets of 1993, and in spite of the continuing recession on the Continent. The mid-1990s may prove to be not just good, but very good for the UK economy. For the next two or three years inflation comfortably within the official 1-4 per cent range can be reconciled with above-trend growth and falling unemployment.

The author is managing director of Lombard Street Research, an economic forecasting consultancy, and a member of the Treasury panel of independent forecasters

US economic growth accelerated substantially in the second half of 1993. From less than a 1.5 per cent annual pace in the first six months, real gross domestic product growth jumped to an estimated 3.5 per cent, and an even stronger rate in the fourth quarter. Hopes are high that the economy has finally moved on to a path of consistently higher growth and job creation. The reality in 1994, however, is more likely to be *déjà vu*. As with earlier intermittent periods of accelerated expansion, such as the second half of 1992, this one should also prove transitory, despite the drop in long-term interest rates in the summer.

Forecast 94

Resurgent growth never lasted earlier in this upturn because its source was short-lived, and the factors restraining the economy never dissipated. Growth seems likely to slow again for the same reasons. The recent spurt is being driven by a once-only return of vehicle inventories to desired levels and an unrepeatable sharp drop in the household saving rate.

At the same time, a poor trade balance is a drag on growth, structural factors are suppressing the economy's spirit, and policy is barely stimulative.

The surge in vehicle output and its spillover will account for about half the growth in fourth-quarter GDP. But production glitches and excessive industry caution kept output below rising sales in the summer of 1993. Without these influences, the production surge would have been more evenly spaced.

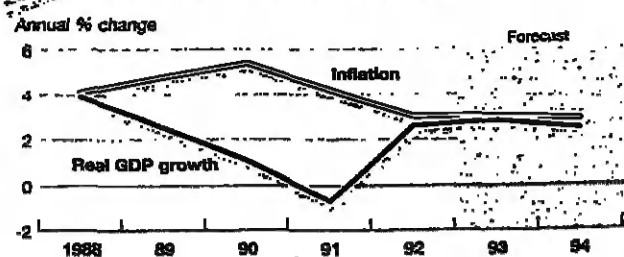
Households will be unable to sustain their consumption binge because it cannot be financed. Outlays have been rising at a 4 per cent annual clip since early 1993 while real disposable income growth averaged only 2.5 per cent.

To keep up this spending spree, either employment gains must rise to 350,000 per month to generate income growth, or the household saving rate must fall by another 1 1/2 per cent. Yet companies are keeping a firm rein on head count, and stock and bond prices would have to rise by another 15-20 per cent over the next 12 months to justify such a negligible savings rate. By late winter, vehicle assemblies will be synchronised with sales, and con-

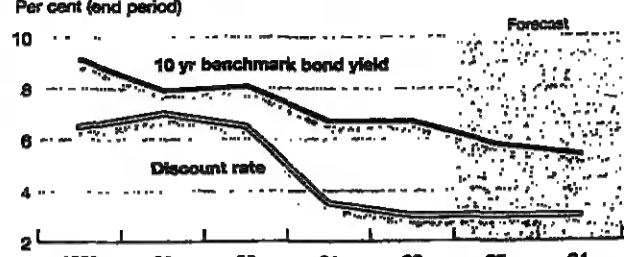
Locomotive out of puff

US economic growth will slow down, says Robert Giordano

US GDP and inflation



Interest rates



Source: Goldman Sachs

sumer expenditures should be more in line with income. Thus, by the second half of 1994, economic growth should return to the slower trend implied by three fundamentals.

First, foreign trade prospects look bleak, despite completion of the Uruguay Round. A deteriorating trade balance has restrained growth and should do so in coming months. US exports are still cheap, but not as cheap as they have been over the past few years, because the dollar's effective exchange rate appreciated 3 per cent last year. Moreover, even if the price is right, demand in industrial countries is stagnant, with little chance of improvement before late 1994. Export expansion will thus be weaker than the 8 per cent rise over the past 12 months. Meanwhile, import penetration is rising as domestic demand leaks abroad. Since the US is the only economy expanding with gusto, foreign companies will push for US market share.

Second, the economy is still adjusting to structural changes that have helped consign the

US to a slow, bumpy growth course. Corporate restructuring is most commonly mentioned. It has short-circuited the interplay of employment and income so crucial for economic expansion.

Moreover, the 30 per cent reduction in the rate of household formations since the early 1980s to about 1m annually, together with an excess of apartments, is dampening the response of housing construction to lower interest rates. Housing starts already exceed the rate that would be consistent with the underlying demand for living space, so the likelihood of much further expansion is low. Finally, the private sector's adjustment to defence cuts is incomplete, and future military retrenchment will be even deeper under the latest budget cuts.

Third, monetary and fiscal policy are only marginally accommodating, and less so than required to elevate underlying growth to a sustainably higher plain. Tax rises and

spending restraint in the next year are genuine. The structural deficit relative to GDP should fall by at least 0.5 per cent in fiscal 1994. In addition, the freeze on nominal discretionary spending will produce significant real reductions in these outlays over the next year at least.

With fiscal tightening and structural adjustments, neither a zero real cost of short-term money nor double-digit growth in the monetary base should be seen as evidence of significant monetary policy stimulus. Real short-term interest rates are closer to their cyclical equilibrium than policymakers fear.

Moreover, inflation-adjusted short-term rates understate the true level of real financing costs for households and businesses. They pay less than they did five years ago when the cost of all their forms of borrowing is considered, but two to three times more than in earlier expansions.

Similarly, rapid growth in the monetary base is misleading. Its spurt in recent years has been due to changes in the private sector's portfolio preferences, not to the central bank's creation of excess liquidity. It also has not led to high growth in bank loan demand. Thus it would be surprising to see materially higher growth than the 2.5 per cent average so far in this recovery.

There should be no economic need for the Federal Reserve to put up interest rates before autumn, and then, initially, by only 50 basis points or so. A pre-emptive anti-inflation tightening seems unwarranted and unlikely. Excess capacity should be sufficient to keep inflation low for another year.

Even if growth averaged 4 per cent in 1994, it would probably take more than a year before actual GDP reached or exceeded its potential level. Barring shocks, inflation should stay in the 2.5 to 3 per cent range, if not lower. Hence, monetary policymakers will have time to react before the economy hits its inflation trip wire. If the Fed raises interest rates soon, the rise would have to be small to stick, and be followed by another extended period of stability.

Economic officials in other industrial countries have been counting on the US to be the world's locomotive for growth. For nearly three years, however, they have waited in vain; in 1994, they are likely to be disappointed again.

The author is director of economic research at Goldman Sachs, the US investment house

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

Business backs unitary local government

From Mr Philip G Yull.

Sir, Your leading article on local government reorganisation ("Local difficulties", December 22), claims that "business leaders have... reacted with horror to plans to create small single-tier authorities".

I am chairman of the Yull Group of Companies, a construction group with a turnover of more than £20m and Cleveland's third-largest independent business. My company welcomes the recommendation of the Local Government Commission to create four unitary all-purpose authorities in Cleveland and, as a director of the Teesside Training and Enterprise Council, I know

that this view is shared by many of my business colleagues in this area.

Such opposition as exists to the commission's recommendation comes mainly from small groups within the local branch of the Confederation of British Industry and the Teesside Chamber of Commerce which, together, represent less than 20 per cent of local businesses.

Set against this, 400 letters of support for unitary district government have been sent to the commission by individual local businesses.

In addition, the commission's recommendation has been endorsed by key business agencies, including the Teesside Development Corporation, the

Teesside Training and Enterprise Council and the northern branch of the House-Builders Federation.

This support is not surprising when you consider that the four existing district councils in Cleveland have an excellent track record of working in partnership with local businesses, for example through the City Challenge Initiative. The enthusiasm and support for an extension of the partnership between council and private sectors was clearly in evidence at the recent launch of the Tees Valley Development Company, which is a joint district council/private sector initiative aimed at providing a focus for inward investment

and job creation. More than 120 business leaders attended the event on a bitterly cold, foggy morning.

The people of Cleveland have made very clear their support for unitary district local government. The misconception that this view is not shared by the business community owes more to a concerted misrepresentation of the facts by those who have a vested interest in influencing the debate. It needs to be corrected.

Philip G Yull, executive chairman, Yull Group, Cecil House, Lazenby Road, Hartlepool, Cleveland TS25 5BD

Borrowing may not be indicator of growth

From Mr Brian Warnes.

Your report, "Recovery hopes dented by weak bank lending" (December 21) may contain a possibly erroneous assumption: that increased lending to companies must imply increased growth, and *per contra*.

Companies have been so badly burdened by debt in the late 1980s that many are vowing "never again" to resort to bank borrowing, at least on a substantial scale.

This need not mean that they are starved of funds, merely that they get them from a different source. Given the greater sophistication that recession has (commendably) forced on them, their most readily available sources of course are increased (retained) profits and better control of working capital. Companies can "bootstrap" growth without resorting to former levels of borrowing.

Restricted borrowing does not therefore necessarily mean restricted growth and it may be quite wrong to draw such an, inevitably pessimistic, conclusion. Brian Warnes, managing director, Business Dynamics, 13 Blackheath Village, London SE3 9LA

Reality of Edouard Balladur's France

From Mr Ian Farnvall.

Sir, I note with some surprise your choice of Mr Edouard Balladur as the "Man of the Year" ("Sang froid in the heat of battle", December 31).

May I presume that your editorial staff have little experience of living in France? That not too many members of your staff have felt directly the effects of what is probably the most inappropriate monetary policy dreamt up by a postwar European government? Not too many friends or relatives among the 3.3m unemployed?

Not much contact with the 5,300 businesses a month which have failed as business investment last year collapsed to its lowest level since the official 1950 state statistics institute records began?

Is it safe to suppose that relatively few of your editorial staff have a current account with the state-owned Crédit Lyonnais, insure their homes with the state-owned insurance companies, or that you equip your offices with the technology supplied by the nationalised Bull?

Is it your view that the restructuring of burgeoning state bureaucracies such as Air France should be sacrificed, in your own words, because "one crisis at a time was enough" and it was more politic at the time to keep the riotous farmers off the streets?

Finally, would your editorial team feel so well disposed towards the French prime minister were its members taxed at the top French marginal rate or 56.8 per cent?

Ian Farnvall, 16 rue Charles Bémont, 78290 Croissy-Seine, France

A programme for Russia's revival

From Mr Jeff Schubert.

Sir, Debate about the appropriate economic policy for Russia will continue in 1994. As an economist and businessman, I spent a large proportion of 1992 and 1993 in Russia and would make several points.

First, high and variable inflation is certainly a problem but has not been as instrumental in keeping foreign investors away (including from the privatisation process) as political instability and lack of progress in commercial legislation and administration.

Second, there is need for great caution in significantly tightening macro-economic policy in rapid pursuit of very low inflation. The high level of debt leverage and low level of "marketisation" of the econ-

omy increases the risk of further large falls in production. Very tight macro policies also deny producers the financial resources, the market demand, and the time needed to undertake structural change.

Third, the experience of other countries offers little support to those who seek to "shock" Russia into low inflation. Despite its high level of "marketisation", the New Zealand economy stagnated in the second half of the 1980s while the rest of the world grew because a tight macro-economic policy and the after-effects of excessive debt leverage offset the positive effects of a generally excellent structural reform programme.

Poland began its reform programme with a much less market-orientated economy than New Zealand and consequently found it much more difficult. Russia, however, is even further behind, so any eventual successes in Poland will not be easily repeated.

As for Ukraine, it may be that very tight monetary and budgetary policies would have made things even worse. That country's problems stem from it being an energy exporter at increasing prices, the loss of experience in dealing with itself and the world, which came with its separation from Moscow, and the almost complete lack of micro-economic reform.

Jeff Schubert, Suite 503, 137 Macquarie Street, Sydney, Australia

End of Month S.G. Warburg Warrant Valuations

as at 31st December, 1993

Single Stocks	TYPE	CURRENCY	SPOT	STRIKE	PRICE	EXPIRY
Saipem	Capped Call	ITL	3350	4246	414.0	30th Mar 95
Sip	Call	ITL	3612	3832	760.5	14th Jan 96
Siet	Call	ITL	4403	4725	795.5	14th Sep 95
Baskets						
European Airlines	Call	£	406	320	10.765	3rd Feb 95
UK Banks	Call	£	116	114.75	1.415	1st June 95
European Multi-Media	Call	£	2126	2046.33	3.06	28th Sep 95
UK Pharmaceuticals	Call	£	105	98.05	1.445	26th Jan 95
UK Water Companies	Call	£	110	104.75	1.415	5th May 95
European Steels	Call	DM	3115	2550	77.6	12th Jan 95
Indo-China	Call	USD	1.02	1.00	0.28	8th Dec 95
Indices						
MidCap Index	Call	£	3793	2900	9.07	18th Mar 94
MidCap Index	Call	£	3793	3200	6.11	18th Mar 94
MidCap Index	Call	£	3793	2900	9.28	17th Mar 95
MidCap Index	Call	£	3793	3470	4.85	17th Mar 95
MidCap Index	Call	£	3793	3670	3.66	17th Mar 95
MidCap Index	Put	£	3793	2900	0.05	18th Mar 94
MidCap Index	Put	£	3793	2600	0.05	18th Mar 94
MidCap Index	Put	£	3793	2900	0.11	17th Mar 95
MidCap Index	Put	£	3793	3470	1.10	17th Mar 95
MidCap Index	Put	£	3793	3270	0.59	17th Mar 95
Relative Performance						
Volvo/OMX	Call	SEK	2.11%	-10%	23.5	23rd Feb 95
Volvo/OMX	Call	SEK	2.11%	+0%	18.7	23rd Feb 95
Volvo/OMX	Call	SEK	2.11%	+10%	14.6	23rd Feb 95

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Tuesday January 4 1994

A resumption of history

When leaders of the North Atlantic Treaty Organisation gather for their summit in Brussels next Monday, they will have to work hard to make up for lost time. Four years have passed since the end of the cold war division of Europe. In that time, an important part of the former Soviet bloc has made progress towards democracy and market reform, while another part has seen fragmentation, political demagoguery and civil strife.

Yet the western world has thus far seemed curiously unequal to the challenges and opportunities thrown up by the rapidly changing map of Europe. The Brussels meeting offers an opportunity to begin the task of renewing NATO's sense of purpose.

The leaders need to map out a strategy both to consolidate the gains of the four years and to guard against possible dangers in the future. If they fail, they will be condemning eastern Europe to a security vacuum that could easily invite a resumption of old European power games.

The spectre at the summit is Russia, and in particular the strong showing in its recent parliamentary elections by the neo-fascist party of Vladimir Zhirinovskiy. Is President Boris Yeltsin now strong enough to pursue economic reforms that will offer tangible benefits by the next presidential election? Or will he be too weak to mark time, and thus condemn himself to fail?

The countries of central Europe - most clamorously Poland, the Czech and Slovak republics and Hungary - are too anxious to wait for the answer. Fearful of a reawakened Russian imperial urge, they want NATO to give them immediate membership and extend to them its security guarantee.

So far, NATO has prevaricated, offering all the countries of the former Soviet Union and Warsaw Pact nations and much looser association accords - first in the so-called North Atlantic Co-operation Council, now in a not dissimilar arrangement which President Bill Clinton has christened "Partnership for Peace".

Buy time

The prevarication is understandable. It is based in part on Mr Clinton's no doubt correct calculation that Congress would balk at any precipitate move to extend the US defence umbrella to the east. It seems to buy time while NATO and its allies new entrants think hard about the scope of the alliance, and while events in Russia take their course. And it is an attempt to shift the awkward questions - how far west what NATO the alliance what about Ukraine? - that the task of selecting new NATO members would then up.

None of these motions can be taken lightly. NATO could do nothing worse than extend its security guarantee without the ability to

implement it if necessary. Nor is membership a panacea for central Europe, whose short to medium-term fortunes depend more on being able to trade freely with the west than on sheltering under NATO's nuclear umbrella.

But prevarication is still not enough. What is needed is a hard-headed assessment of the prospects for NATO in Russia and the former Soviet bloc. What is needed, too, is a more realistic approach to NATO's eastern supplicants: one that recognises that fit the bill a real prospect of joining when the time is right.

Great opportunity

What is such an approach, then? It will be a hard-headed one. In telling the east Europeans they have little to fear from Russia, while insisting on its own conditions for membership, NATO is missing the greatest opportunity since the second world war to enlarge the realm of freedom in Europe.

Certainly, a reforming Russia is still the main prize. If Mr Yeltsin allows a market economy and democracy to take root, then European security will be assured, and in the long term NATO will not need to exist. And it remains possible that he will succeed. Mr Zhirinovskiy's forces are still outnumbered by pro-reform parties. So the west should focus its efforts on convincing Mr Yeltsin that NATO reform is his only hope, and on helping to shore up other forces that support it.

This has a bearing on current NATO policy. For it is clear that an immediate offer of membership for the central European countries would be seen in Russia as a devastating rebuff for Yeltsin who favours closer ties with the west, and a commensurate boost for the xenophobes. It would be unfortunate if in extending its guarantee against a possible Russian threat, NATO helped create a self-fulfilling prophecy.

A sensible approach for NATO would be to offer the east Europeans a "Partnership for Peace" proposal that would include central European membership. It would include a commitment to intensify military co-operation with NATO, a commitment to the criteria for membership (fully democratic political system, market economy, wide support for both among the populace, and commitment to the alliance) at some point in the future to be open to new members in central and eastern Europe. Finally, it would entail a solemn proclamation that NATO will make contingency plans to meet the criteria immediately in the event that the nightmare of an expansionist Russia were to return. That way, the alliance would be working for the best, while simultaneously preparing for the worst.

Diversify and die

These are hard times for conglomerates. The leading UK examples of the form all underperformed the stock market last year, while Imperial Chemical Industries broke itself up on the grounds that it had become too big to manage.

Italy's giant state holding company, IRI, said last week it was being privatised was the conglomerate principle was outdated.

The argument falls under two main headings. First, as ICI observed, technology is becoming more sophisticated and moving. As a result, it becomes increasingly hard to manage informed decisions on investments across different industries.

This may be why many companies which have been successful in recent years, chosen to narrow their focus. In the UK, even the remaining true conglomerates like Hanson and BTR have stuck to relatively "pure" industries. The last old-style conglomerate bid battle in the UK, between Hanson and Tomkins, was for a manufacturer of sliced bread.

The second part of the argument might be termed evolutionary. In the developed world, conglomerates are out of fashion. In developing countries, the reverse is the case. In many Asian countries, large conglomerates are controlled by private conglomerates. In a transitional economy like South Korea, the landscape is still dominated by vast and sprawling groups such as Samsung and Hyundai.

At the same time, such companies are increasingly criticised in Korea as having outlived their usefulness. In short, runs the argument, conglomerates work best at a certain stage of economic development. When growth rates

are high and management knows how to have the ability to spread themselves widely. The more mature and sophisticated the economy becomes, the greater the need for specialisation.

So far, so good. Yet 1993 was the last year when the UK was America's largest company by market value was decisively claimed by a conglomerate, General Electric. On the face of it, this is all wrong. America is the world's most advanced economy and it is stuffed with large, specialised companies.

GE is no exception. To be sure, it is exceptionally well-run, and its chairman, Mr Jack Welch, is perhaps the most admired manager in America. But the question need not prove a rule; and it is striking that GE is a conglomerate in terms which in other quarters is unfashionable. A decade ago, conglomerates have a breadth of experience and talent; and above all, they operate in different business cycles, so that one business can balance another.

As the past year has shown, specialisation is not without risks. The pharmaceutical industry, hitherto a model of high-tech focus, has scrambled to diversify in the face of the administration's attack on healthcare costs. In the UK, specialist food retailers such as Sainsbury and Tesco have seen their share prices weaken in the face of low-cost competition.

The old-style conglomerate is probably on its way out. But it is not clear that a focused business is necessarily a safe one. As Mark Twain observed, having all your eggs in one basket may be no bad thing: if you had watched that basket.

A nomination as a front runner for high political office can become a poisoned chalice: it alerts opponents and can cause expectations to become inflated. But if 1993 was the year in which faith in European political leaders slumped, this year offers a plethora of chances for unseating incumbents across the continent.

There are important elections in Germany, Italy, eastern Europe and the Nordic countries, and the run-up to the 1995 French presidential election begins in earnest. Where there are no elections, the ebb and flow of public opinion offer the chance for new faces to unsettle the established order are probable.

Germany, for instance, could have a new chancellor if Helmut Kohl cannot turn around his Christian Democratic Union's waning fortunes by the general elections in October. The man most likely to succeed is the cautious, sober, neatly bearded Rudolf Scharping of the Social Democratic party.

First, however, Scharping has to prove to his party, and the electorate, that it is an organisation "fit for government". Eleven years in opposition have given the SPD the image of a collection of squabbling preachers and academics, more inclined to philosophical disputes than questions of power politics.

Since he became party leader last June, 46-year-old Scharping has moved swiftly to build the party's pragmatic platform from which to launch his bid for power.

Whether or not Scharping succeeds, the other German politician likely to cut a new dash this year is Wolfgang Schäuble, the wheelchair-bound parliamentary leader of the CDU, and the main prince in the ruling party. The only question is whether he has the physical strength to take on the top job, since he was partially paralysed in an assassination attempt in 1980.

In France, the consummate politician: quick-thinking, articulate, ruthless in defence and in negotiation, and yet charming. Sometimes he is the fast-talking second in the boxing ring, whispering tactics into the ear of his lumbering heavyweight champion, Kohl.

In France, the consummate politician: quick-thinking, articulate, ruthless in defence and in negotiation, and yet charming. Sometimes he is the fast-talking second in the boxing ring, whispering tactics into the ear of his lumbering heavyweight champion, Kohl.

But French politicians will be jockeying to establish themselves as possible prime ministers in 1995 and/or contenders for the

FT writers identify the faces to watch in '94, as Europe's political leaders face bruising election battles

Contenders in the main events



Sketches of '94: (from left) Wolfgang Schäuble, Silvio Berlusconi, Wim Kok, Ingvar Carlsson, Rudolf Scharping

presidency in 2002. One to watch is Alain Juppé, the 48-year-old foreign minister who is also the prime minister's deputy. He played a crucial part in France's international and domestic negotiations in Gatt. Long close to Chirac, he is indispensable to Balladur.

Gérard Longuet, the vigorous, 47-year-old budget and industry minister, is also a contender. He is the UDP's largest single component, and might make a suitable coalition partner with a President Balladur. Also striving to make his name will be Nicolas Sarkozy, the 38-year-old budget minister and government spokesman. Extremely close to Balladur, he has become the prime minister's medium for controlling economic policy and his principal left-doctor.

It is the left that looks likely to make a running in Italy. Achille Occhetto, leader of the party of the Democratic Left (PDS), starts the year well ahead of the political field. With early general elections almost certain in March, the moderate former communist turned social democrat is set to head a "progressive" coalition. The PDS has inherited the leadership of the old Italian Communist party (PCI) and has formed a series of highly effective alliances

at local level. If this can be repeated at national level, Occhetto stands a good chance of being the next prime minister. If not, a leading contender in the next government.

Other Italian politicians have been slow to realise the need under new electoral laws to mould alliances among the fragmented parties. But media magnate Silvio Berlusconi has emerged as a catalyst for a coalition built on Italy's dismembered centre and on the right. In November Berlusconi voiced his ambition to forge a coalition to block the PDS's rise to power. He must now decide whether he continues to shout from the sidelines or enters the fray from business to politics by forming his own party.

Elections to the European Parliament in June are likely to bring a fillip for prominent leftwingers. Elisabeth Guigou, the former French minister for European affairs, is relaunching her political career with a bid to lead the parliament under the socialist flag. She seems assured of a seat, and could be one of several women taking their place on the Strasbourg/Brussels benches, including Glensy Kincock, wife of the former British Labour party leader.

At the European Commission,

Jacques Delors is expected to serve out his term as president until December. Karel Van Miert, the Belgian commissioner responsible for competition policy and state aid, is forecast to raise his profile. Popular inside the Commission, he has a less rumbustious attitude to his job than his predecessor, Sir Leon Brittan. But he is a quietly efficient and handled the steel crisis last year with aplomb, even if the steel solution was not tough than it would have liked.

In contrast, the tendency of Theodoros Pangalos, the Greek foreign minister, to speak from the hip has been his undoing. He called Germany "a beastly giant with child's brain" because of its failure to open diplomatic ties with Macedonia, while the British press had "an almost racist tendency" in portraying Greeks as mindless hedonists.

In central Europe, the most ambitious politicians, two of them with a communist past, will be aiming for the political big-time. Alexander Langer, the 38-year-old leader of the Austrian Democratic Left Alliance (SLD), came a long way in 1990, when his coalition of 31 leftwing political groups became the largest political party in the new parliament after September's elections. This year Kwasi

niewski is expected to lock horns with President Lech Walesa, challenging the latter's control over the three vital ministries of the interior, foreign affairs and defence, and positioning himself for the big prize - the presidency of Poland - which is up for grabs in 1995.

In Slovakia, Mr Petr Weiss, the Slovak equivalent of Mr Kwasniewski, is preparing for a similar challenge to Mr Vladimir Meciar, the introverted, unpredictable prime minister who led Slovakia to independence but gives the impression of having little idea of how to create a modern, democratic state in a region fraught with ethnic rivalries.

But it is in Hungary, where the polls in May, that the challenge of the region's communist past is greatest. Viktor Orban, one of the most impressive of the younger generation of politicians, dreams of lifting Hungary free from its communist history by bringing in a new generation of political leaders. Prime Minister Peter Boross, who replaced Jozsef Antall, the veteran Democratic Forum leader who died before Christmas - is Orban, the leader of Fidesz, the youth party, is not yet 30.

At the opposite end of the scale, the man who took over as prime minister when Olof Palme was assassinated by a still-unknown gunman in 1986, could be in office by the end of 1994. Ingvar Carlsson, 58, of Sweden's venerable Social Democrats, survived the party's worst election in 60 years in 1980 and will spearhead its attempt to unseat Prime Minister Carl Bildt's right-centre coalition in a general election due in September.

Mr Carlsson is the ideological pendulum swinging the Democratic way again after three tough years of recession.

In neighbouring Finland, Martti Ahtisaari, a bluff United Nations diplomat whose main attraction is his lack of political baggage, should be the country's president by the end of February. Although he has slipped in his opinion polls, Mr Ahtisaari, who led the UN operation in Namibia, is still favourite to win the presidential election. The first round is on January 15.

As an enthusiastic advocate of Finland's application to join the EU, Mr Ahtisaari is set to play a prominent role in persuading the country to back membership in a referendum expected before the end of the year. The task should be made easier by the fact of the far right in neighbouring Russia, which has made the EU embrace seem much warmer than before.

Reports by Quentin Peel, David Butler, David Barber, William Graham, Hugh Carnegie and Anthony Phillips

Dolls make their way to the market

Judy Dempsey on reforms at east German toy factories

Until unification, there were few children in east Germany who did not want a toy made in Sonneberg. The small town, nestled in the Thuringia close to the border of Saxony and the Czech Republic, was renowned for its craftsmanship and its century-old tradition of making soft dolls and hand-carved wooden toys.

German children only got one in 10 of the toys - 90 per cent of Sonneberg's output was exported to the Soviet Union, eastern Europe and European Union countries. In 1990, a 33-year-old woman manager with a nine-year-old son, says when she was a child, she always asked for a Sonneberg doll, or a "Puppe" as they were known, for her birthday. "They had lovely dolls. At the same time, the dolls were simple and old-fashioned," she says.

Until 1990, the clothes of the hand-painted dolls were made by women working at home, in con-

tract. "Before the Wall came down, almost the entire 30,000 population of Sonneberg was connected with the toy industry," says Mr Gunder Hentschel, 40, responsible for production at the Sonneberg Puppen and Spielerei factory, the town's largest manufacturer of toys and traditional dolls.

In those days of a divided Germany, factory managers had little need to think about marketing. The toy industry was state-controlled. Subsidies were plentiful, orders from the west abundant. But like other industries in east Germany, Sonneberg would not escape the impact of unification and the collapse of its main buyers, the Soviet Union and eastern Europe. Thuringia's dolls were confronted by a new market.

In late 1990, Germany's toy industry was placed under a Treuhand privatisation agency, which spent more than 100 million

working on a restructuring strategy for Sonneberg Puppen and two other factories at Sonneberg. Mr Siegfried Sörgel, employed by the agency for the task, originally planned to amalgamate the factories and privatise them en bloc. There were few takers.

"The toy industry is a tough business. It was impossible to find a buyer for the whole lot," he says. The Treuhand finally decided to plan and sell the factories separately - but not before it had combined the workforce of the three from 1,100 to 233 employees, and accumulated losses and subsidies totalling DM30m (€11.7m).

Sonneberg's new payroll has been reduced from 1,100 to 65, and its output, which before 1989 totalled 10,000 dolls and 30,000 soft toys a day, has been cut to 30,000 items a month. Mr Peter Bieber, who with two partners from Nürnberg last month bought Sonneberg Puppen from the Treuhand, is determined to make the factory a success. "My priority is to keep the factory open," he says. To do this, some of the dolls' clothes are being made across the border in the Czech Republic. "Labour costs are DM4.50 an hour in the Czech Republic compared with DM130 in the factory," says Mr Bieber. "I reckon I am cutting costs by about 20 per cent."

Mr Hentschel says: "If it means we can become competitive, not only in western Germany, but in other European countries by using cheaper labour in the Czech Republic, then so be it."

He knows that the toy market is cut-throat. The turnover of west Germany's toy industry was DM2.1bn last year, while the German figure was a mere DM122m. Combined and west German exports totalled DM3.2bn, a slight fall from 1991. However,

imports from the east and south-east Asian countries have gained ground. Ms Ulrike Printzen, an official at Germany's Association for Toys, representing the industry, says: "We are under pressure, particularly from electronic and video games being exported by Hong Kong, China and Taiwan. She says that German toy exports declined by 15 per cent in the first nine months of 1993. However, there is a gradual but nevertheless noticeable shift away from electronic toys to more traditional, creative models," she says.

Back in Sonneberg, the workers have accepted the demands of a market economy stoically. "I suppose all the changes will have been worth it if Sonneberg Puppen can survive as a privatised company under our own owner," says Mr Hentschel. When luck, a man from Sonneberg, which Hentschel founded for as a child, might still be a gift for her grandchildren.

Ringing in the stars

It was hardly the year of the politician, and nowhere was the lack of inspirational leadership more apparent than at Westminster. The cabinet and its Labour shadow, some staked a claim to a brighter future.

The cabinet's stars, of course, are the Treasury's dynamic duo Kenneth Clarke and Michael Portillo. Clarke, 53, is now firmly established as heir apparent to Portillo, 40, as the next prime minister but one.

Sorting out the mess of the government reshuffle is now challenging. Stephen Dorrell, 41, a reformed wet and another member of the Treasury team, seems promotable. David Curry, 44, an environment, Jonathan Aitken, 51, a defence, Mawhinney, 53, at health. David Heathcoat-Amory, 44, at the foreign office, and David Davis, 45, in William Waldegrave's department.

For Labour, Tony Blair, 40, the party's leading moderniser, and Robin Cook, 47, from the more traditional soft left, would lead the pack in contest to succeed John Smith, 55, George Robertson, 47, the hero of the Maastricht debate, is less in the limelight now that he is Scottish secretary.

but a bravura performance by John Prescott, 55, the party's conference confirmed him as a man of influence at the top.

Men to watch one rung down are Alistair Darling, 40, in the Treasury team, Brian Wilson, 45, Labour's rail privatisation expert, Geoffrey Hoon, 40, Robertson's sharp-witted ally in the Maastricht manoeuvres, and Mike O'Brien, 39, an even younger version of the youthful Blair. But after that the limelight thins out.

Unlike the Tory party, Labour's real stars remain an increasingly elderly bunch of backbenchers. Peter Shore, 69, Tony Benn, 61, and, of course, Denis Skinner, 61, last year put many of their colleagues to shame.

To help the enthusiasm along, Rover Japan, the Japanese publishing house NEKO and several other Japanese business concerns are entering a series of tiny machines - a 100 horsepower Cooper version - in January's Monte Carlo rally.

Not even Rover seriously suggests that the Japanese Mini - or three

OBSERVER



'Bang goes the money I was going to spend on shares when it's privatised'

others being entered from the UK - will mount a credible challenge to the horsepower of the modern rallying world. The winner is far more likely to be a Toyota.

Chips to Moscow

Carlo de Benedetti, the Olivetti chairman, has been banging on for about a company's worth of manufacturing into profitable computer-related services.

But Olivetti's latest deal, worth about £26bn - helping re-educate

officers of the Russian armed forces for civvy life - seems a long way from him.

Olivetti is the contract manager of the European Commission. Along with German and French partners it will provide management training for about 16,000 of the 200,000-odd Russian officers. It is a surplus to requirements since the Berlin Wall came down. Some of the training will be shipped to Europe for six months, to see what business it can do on hand.

De Benedetti's business savvy is justly renowned. Competitors are thus asking themselves whether Olivetti's latest venture into Russia is just a useful bit of advance networking for future Russian sales.

Family game

Who is going to win control of Everton, the luckless Liverpool football club controlled by the family of late Sir John Moores, the pools millionaire and founder of Littlewoods?

Will it be Everton's home side by Bill Kenwright - whose courageous production of the Brothers in Arms film has defied the New York critics? Or will it be the self-made millionaire Peter Johnson, who has rejuvenated neighbouring Tranmere Rovers?

All eyes are on Lady Grantchester, Sir John's daughter,

who chairs the family's interviewing panel. Her knowledge of the game's finances has surprised contenders. But surely she will let her family's loyalty to Everton be guided by the fact that Johnson had a season ticket for Liverpool, Everton's arch rivals, for the last 25 years.

Polishing up

By some standards the Asian emerging markets are standing still last year. Birinyi Associates in New York points out that shares in Poland rose by 1.05 per cent in 1993. The Polish index passed the 13,000 mark yesterday for the first time.

There are only 21 quoted companies, and dealing is, um, frothy. "Trading in Irena SA glassmaker was suspended demand soared on last week's report that the company got a substantial refund," said Reuter.

New definition of emerging market: one that moves on the news that the cheque is in the mail.

Eye spy

The new government promised by John Major has seeped into the very heart of London's secret services. Carefully positioned opposite the new HQ on the south bank of the river Thames is a coin-operated public telescope.

COMPANIES AND FINANCE

Toys 'R' Us has a better Christmas than expected

By Frank McGurty in New York

Toys 'R' Us, the US children's retailing chain, yesterday announced that sales in the crucial Christmas shopping period were slightly better than expected.

The company also said that its founder and chairman, Mr Charles Lazarus, was relinquishing some of his responsibilities in what he described as "an integral part of our succession planning process".

In his place, Mr Michael Goldstein, vice-chairman, will take over as chief executive, responsible for overall corporate strategy, while Mr Robert Nakasone will assume the duties of chief operating officer in charge of the company's day-to-day activities.

Sales for US stores opened at 10.5 per cent in the eight weeks ended December 26, while the

figures showed a 10.5 per cent improvement to \$3.4bn. Year-to-date sales climbed 10.8 per cent.

International sales were not as buoyant, particularly in Germany, Japan and Spain, where economic conditions were sluggish.

Toys 'R' Us attributed the overall improvement to its "everyday low pricing" policy as well as several merchandising initiatives. A 70-page catalogue mailed to its homes in autumn was especially effective in boosting sales.

The announcement ended the company's traditional year-end blackout on news related to its performance in the Christmas season, when most retailers are anxious to feed the market sales data. As a result, its stock is often volatile in the first half of January.

In the event, Toys 'R' Us not only beat the forecasts of

analysts, but turned in an admirable showing "if viewed in the context of what anyone would describe as challenging Christmas environment this year," said Ms Maureen McGrath, an analyst with Smith Barney Shearson in New York.

Nevertheless, Wall Street responded to the news by marking the stock down 1.1% to \$24.50 in early trading.

Ms McGrath said the stock's decline reflected disappointment with the executive changes, even though Mr Nakasone, 41, and Mr Nakasone, 41, were well respected by the investment community. "Anytime a machine is working and there is a change, the market will react negatively,"

Mr Lazarus, 70, is expected to maintain an active role in the company, concentrating on its aggressive international expansion programme.

Apple plans global on-line service

By Tom Foremski in San Francisco

Apple Computer, the personal computer maker, plans to develop a global on-line service called iWorld that will be a key element in its strategy to increase profits and a trademark of layoffs and management changes.

The on-line service will be available in the US during the fourth quarter of 1994 and will be expanded to European and Asian markets later. Within five years Apple expects iWorld to produce annual revenues of several million dollars and to attract several million subscribers.

Apple's iWorld will compete directly with market leaders Prodigy, CompuServe, America Online and Usenet. The on-line service will offer different types of services and a special graphical user interface in which users can more easily gain access to services and find information.

Almost all Apple Macintosh computers sold in 1994 will have iWorld software and a version of Windows systems will be available at the end of 1994. Users of Apple's hand-held Newton MessagePad system will be able to use iWorld through modems and to subscribe to news services.

Apple aimed to say how much it is investing in iWorld which will be financed mostly from profits from the AppleLink on-line service which generates annual revenues of about \$10m and has 100,000 subscribers, mostly software developers and Apple dealers.

Mr Joshua Harris, senior vice president of New York-based consultancy Jupiter Communications, said that Apple was late entering the market.

Sprint and British Telecom will provide Apple with communications links to its data centre in Napa, California, which will host the iWorld service. iWorld on-line services company America Online has licensed key technology to Apple as part of a cross-technology licensing agreement.

De Crespigny hits a rough patch

Bruce Jacques looks at a rare Australian corporate 'tall poppy'

Until last week, the corporate career of Mr Robert J. Crespigny, head of the Australian mining executive, head of the flourishing Normandy Resources gold empire, rejoiced in the oft-bestowed title of the country's only surviving entrepreneur.

The title has been well-earned. Since 1988, Mr Crespigny has parlayed a \$100,000 position in an obscure Australian mining company into a web of companies which are today capitalised at close to \$5bn (US\$3.3bn) and control gold production of 1m oz.

This heady growth record was set for another spurt in mid-December when a Normandy offshoot launched a \$100m takeover bid for Anglo American, the South African mining group. The Anglo group is Normandy's biggest shareholder, with just under 20 per cent of the capital.

But law realistically dispute the title of executive chairman, effectively leaving the group with a personal board of just 11 members.

Other large shareholders include the Anglo Society and the National Mutual group, Australia's largest investment institutions.

This structure forms the basis of another snipe from Crespigny's rivals - that he is a convoluted corporate structure much in the style of Mr John Spalvins' failed Adestream group, with control often based on interests of less than 50 per cent.

Mr de Crespigny maintains

that he is innocent of the charges and will defend them vigorously, but he admits they are bound to cause him "enormous personal damage". So far, no charges have been formally laid, but commercial judgment was swift, with initial falls in the share prices of most listed companies in the Normandy Poseidon group.

Pronounced "de krepney" and dubbed not so affectionately "discrepancy" by some of his gold industry rivals, Mr de Crespigny is one of the few surviving corporate tall poppies in a land renowned for lopping them off. Normandy builds an empire like Normandy without making



Robert de Crespigny: heady growth record

Mr de Crespigny's aristocratic name is sufficient to make him an oddity in the rough and tumble Australian mining industry. His aristocratic connections are distant. Mr de Crespigny's forbears lived in Normandy, and the name of his flagship company, his family migrated to Australia via England in the 1800s, making Mr de Crespigny a fifth-generation Australian.

Mr de Crespigny has made a specialty of taking on some of the world's leading mining houses in corporate battles. Apart from the takeover of Anglo American, he has fought a losing battle with Alcoa, the world's largest aluminium producer.

Mr de Crespigny has always been himself as a financial manager rather than a miner

or explorer. His companies have grown through discovery rather than minerals discovery. He is seen as one of the most frugal in the business, shrewd in hiring top resource specialists.

Among a string of corporate deals since 1985, he stood out as shaping today's Normandy Poseidon. He was the main force behind the \$1.1bn takeover of Poseidon, which was the largest takeover in Australia's history. This financed the purchase of Poseidon, the world's largest gold producer, and ended the era of Australia's 1960s-70 nickel boom. Poseidon now controls 100 per cent of the country's lowest cost gold mines.

The other deal involved Mr de Crespigny in the takeover of the key gold interests in the world's leading mining houses in corporate battles. Apart from the takeover of Anglo American, he has fought a losing battle with Alcoa, the world's largest aluminium producer.

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Austrian bank goes ahead 55%

By Patrick Shan in Vienna

Creditanstalt Bankverein (CA), one of Austria's three biggest banks, yesterday reported a record provisional operating profit of \$1.2bn (US\$1.2bn) for 1993, an increase of more than 50 per cent on the 1992 figure.

Mr Guido Schmidt-Chiari, managing board chairman, said the results were "the best the bank has ever posted," signalling a "clear trend reversal" after difficult years.

The improved earnings performance was due mainly to a steep rise in trading activity and profits which doubled to \$2.1bn last year. It also benefited from favourable developments in the securities market.

Partial operating profits - interest plus fee income minus operating expenses - rose from \$2.1bn in 1992 to \$2.7bn last year. As other Austrian banks, CA has been under pressure to reduce operating costs which rose by 1 per cent last year to \$2.5bn. Personnel has been reduced by 272 employees to 7,487.

Vote hits Rothman's shares in Malaysia

By Kieran Cooke in Kuala Lumpur

Shares in the Malaysian subsidiary of Rothmans International, the tobacco giant, fell sharply on the Kuala Lumpur stock exchange yesterday following a weekend vote by Malaysian shareholders rejecting a plan to merge Rothmans operations in East Asia.

Rothmans of Pall Mall (Malaysia) shares, which opened at M\$26 (US\$9.70), closed down more than 10% at M\$23.50.

"There is a lot of speculation about what Rothmans International intends to do," said a Kuala Lumpur broker. "In the short term, shareholders in the Malaysian company will see the value of their shares go down - but no one is too stupid at the moment."

The shares have been trading strongly recently, rising from M\$13.50 last November.

Rothmans International had planned to merge subsidiaries in Malaysia and Singapore with company operations elsewhere in East Asia. Rothmans planned to use the combined financial muscle of the new

company for a big marketing drive in China and South-East Asia, where Rothmans still lags behind its competitors.

While shareholders in the Malaysian subsidiary in Singapore voted to reject the merger plan, Malaysian shareholders rejected objections, saying that Rothmans intended to take cash out of the highly profitable local market in Malaysia.

Rothmans-made cigarettes are sold in Malaysia in a big marketing campaign in China and Japan. Rothmans-made cigarettes are sold in Malaysia in a big marketing campaign in China and Japan.

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SAS in aircraft leaseback deal

By Hilary Barnes in Copenhagen

SAS, the Scandinavian airline group, yesterday announced a \$1.1bn (US\$1.1bn) leaseback deal for one of its Boeing 747 passenger aircraft with an unnamed financial partner and the sale of its SAS Royal Hotel in Cologne to a German investor group.

The aircraft transaction, which leaves SAS with a 50 per cent capital gain, is an important step towards the air-

line's financial consolidation. SAS said the group is carrying out a tough programme to cut costs by 10 per cent by the end of 1994 following a \$1.1bn loss in its first nine months of 1993. The loss included unrealised exchange rate losses of \$1.1bn, reflecting the depreciation of the Swedish krona since it was floated in November 1992.

A rise in the value of its aircraft of approximately the same order, however, was expected into the profit and

loss account, SAS said. SAS said the leaseback arrangement is "primarily a foreign exchange gain, which will neutralise most of the foreign exchange loss in 1993".

The group is still considering its options following the collapse of the SAS project at the end of November, which was to have brought about a merger between SAS, KLM, Lufthansa and Austrian Airlines to form a leading European airline.

Safra group acquisition

By Ian Rodger in Zurich

Republic New York Corporation, the US holding company in the banking group controlled by Mr Edmund Safra of Geneva, has completed its acquisition of Swiss Westpac, one of five members of the London Gold Fixing, from Westpac, the Australian bank. Mass, with capital of \$1.48bn, is to be known as Republic Mass Bank.

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By: The Chase Manhattan Bank, N.A.
London Agent Bank
January 4, 1994

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The Chase Manhattan Bank, N.A.
for and on behalf of
Kolon Industries, Inc.
January 4, 1994

CHASE

The Financial Times
plans to publish a Survey on

Britain's Ethnic
Businesses
on Thursday March 17.

The survey will report on the important contribution made to the economy by ethnic minority businesses in the United Kingdom. It will examine how their future prospects will be affected by competition at home and abroad, and how they are responding to the challenges of economic revival in the UK.

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Employees	in DM million	63,033
Capital	under	
\$10/10a of the Banking Law	in DM million	6,716
Tier 1 Capital	in %	9.6
Total Tier 1 & 2 Capital	in %	10.7

* preliminary figures

Martin-Luther-Str. 1 - 10838 Berlin

The Markets

THIS WEEK

Global Investor / Peter Martin

The big question is not where but when



Four questions hang over the world's investment outlook for 1994. What will happen to US interest rates? Will Japan's economy take the plunge into a black hole? And what about the future of the dollar?

Answering these questions is the tricky thing in making the answers take effect. Thus, I can say with complete confidence that the world will see higher growth, thanks to wide-ranging growth, and restructuring. And China will become the world's industrial power.

America first

The US story has been hard to spot the end of a trend. Long-term US interest rates peaked at roughly 8 per cent in 1981 and have steadily fallen to 6 per cent. Short-term rates, which have risen slightly, have not yet shown any signs of moving upwards. At some point, the interest rate cycle will turn. European analysts generally think that, for long-term rates, the turning point was last autumn. US analysts tend to think that the small run-up in yields in the autumn is a false signal, soon to be reversed.

The phase of the interest rate cycle still has a good few

quarters to run, they say. The pessimistic view would have you see the US economy now, looking for a period of strong economic growth, though it will have to wait until Friday's payroll and unemployment numbers to see if inflation is still quiescent, though, the Thursday's supply data are unlikely to pose any immediate threat.

Still, the Federal Reserve will probably start easing short-term rates higher by spring. By how much?

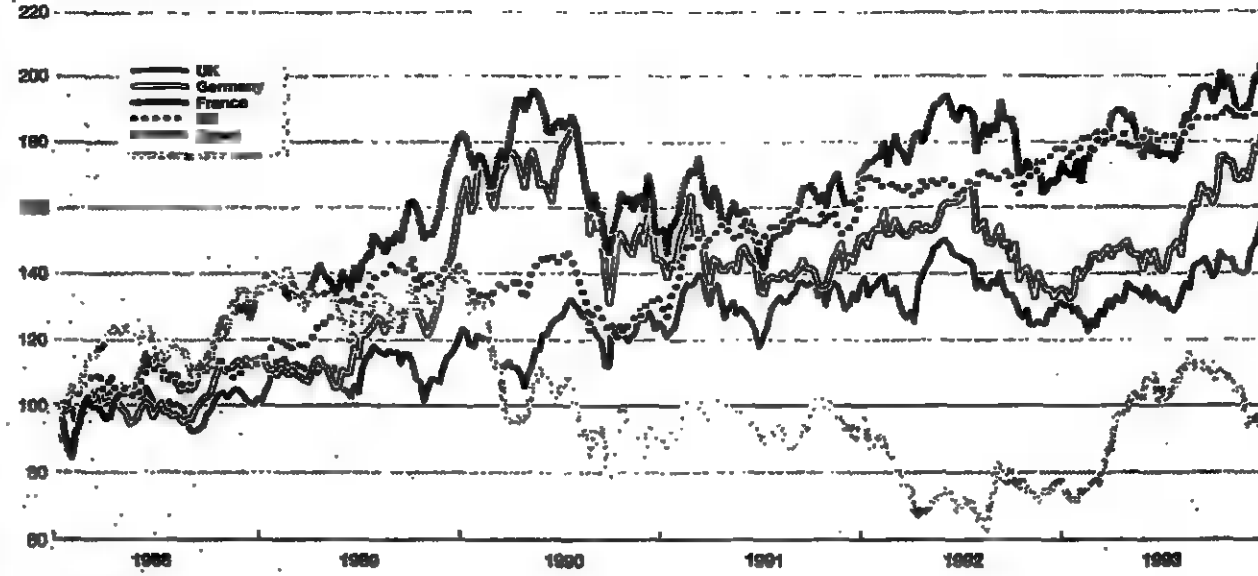
If the Fed plans a speedy return to traditional real interest rates, US short-term rates will be anything up to 10 percentage points dearer, with much of the rise occurring this year. That would trigger a rush by individual investors back into savings instruments, leaving this year's favourites, stocks and equity funds, looking badly mauled.

If the rise is largely symbolic, as the Fed's determination to keep inflation down, short-term rates are likely to be no more than half a point higher by year-end. Individual investors will still find almost anywhere a better home for their savings than in stocks and money funds. And any bond rally would be helped by the fact that the Fed is keeping a watchful eye on inflation.

The balance of probabilities suggests that long-term rates will rise in the first half of the year, but that the rise in short-term rates will be slower than the pessimists fear. And Greenspan, the Fed's chairman, is a master of gradual-

The long haul in five big equity movements

FT-A World Indices (rebased)



Source: FT Graphics

ism. US rates, at both ends of the yield curve, are likely to be higher in December than they are now - but only a little higher.

Germany's challenge

Just before Christmas, Germany's economy presented a similar clash of views. The optimists - mostly inside Germany - argued that the recession was, in statistical terms, already over. Growth, still faltering, would resume solidly from the middle of the year. The pessimists saw a further contraction in the first part of 1994, with little sign of recovery before year-end.

Since then, a fierce confidence offensive by the optimists - especially by Günter Rexrodt, the economics minister - has swayed opinion their way.

From the point of view of Germany's equity market, this debate is all rather academic.

Mr Wolfgang Frahm, of Merck Finanz in Düsseldorf, predicted a strong rally in German blue chips in 1993, on the back of lower inflation expectations, high liquidity, completion of the Gatt rules and so on. He got it, in spades. The 47 per cent rise in the Dax index in 1993 understates the performance of some of the biggest companies: Mannesmann rose 86 per cent, Deutsche Bechler rose 83 per cent, Volkswagen, despite its legal wrangle with Opel, rose 82 per cent.

Mr Frahm is still positive about 1994, but the challenge for Germany - political worries apart - is to manage the shift from a liquidity-driven market to an earnings-driven one. He thinks this shift will start in the autumn, round about the time he expects the economy to pick up. He does not necessarily expect the market to make the transition smoothly, predicting a hiccup for share prices before investors

move on the more happier profit outlook for 1994. That view, true the last year's performance in recent months, still assumes that the German economy is heading, towards the year end, a normal cyclical recovery. If, instead, 1994 is as unhappy a year for the average citizen as 1993, then the market will have every opportunity to show their distress: there are 20 national, European and regional elections this year. The timing of Germany's recovery is perhaps more critical than the stock market's insouciance suggests.

Japan's new consensus

Calling the bottom in the Japanese economic cycle is just as hard. One apart from the still-not-properly digested effects of the 1990 bubble. Japan faces a real test. If output is

by the millions of western European workers starting to be redeployed on the home system, Japan's growth, as the growth of south-east Asia at the workshop of the world, like Germany, Japan has been over-reliant on manufacturing.

Change is coming in both countries. Germany's private sector is responding faster than the public sector; in Japan, the reverse may be true. Large Japanese companies seem to be by the crisis, unable to believe that manufacturing alone is not enough.

The new Japanese government, despite its inherent weakness, is making a bolder move in facing up to the new realities. The governmental paralysis in Tokyo - a prime cause of the stock market's dreadful performance in late 1993 - may in fact be preparing the way for the adoption of a new political/bureaucratic con-

sensus.

There is only part of the pre-condition for another stock boom: more sign that corporate Japan is also embracing a new era is also required. Optimists will be watching for the first indications of both in 1994, either in the form of a new consensus or in the form of a new boom.

China's myths

US investors were buying foreign equities at the rate of \$100 million in the third quarter of last year, according to figures released yesterday by the Investment Industry Association. That's the equivalent, during the quarter, of all the shares available for purchase by foreigners in the Barings market for Chile, Indonesia, Korea, the Philippines and Taiwan.

Much of the money went into Asia's soaring equities, analysed in more detail by Alexander Leal later in this section. But investors are also looking to the region just behind the rapid growth of the south-east Asian tigers. Arguably a more powerful attraction, but for the first time this century, is the lure of China.

The vast population available to work with a calculator that will handle billions to create a massive fund of infinite growth. As the immediate battle between the two camps at the turn of the century: if every Chinese added a dollar to his shirt-length, there would be enough work to keep the mills of Oldham humming forever. (That is, if the mills of Oldham were replaced by the mills of Guangdong.)

Up till now, western investors have had to buy into this proposition by proxy. But the most significant development of the year was the announcement of China's new market reforms for the year, an important step on the road towards conventional

portfolio investment in China.

As it gradually becomes possible to invest there directly, instead of through proxies, China will move out of the realms of myth and become a straightforward investment proposition. That will help it to become, as it surely will, the main force for growth sometime in the 21st century.

Getting there won't be easy, however: there is every sign, for example, that the market growth rate will provoke another overheating crisis sometime in the next 18 months. Opening up China to real investment will require a giant economy growing at breakneck speed. It will make investing in the rest of the Pacific Rim a bit more exciting, too.

Shiny new ritual

The City's army of monetary strategists have always lacked the solemnity of bankers created by the regular meetings of the Bank of England's Monetary Committee and the Bundesbank Council. Until now, the new sort of semi-independent status of the Bank of England meant that in theory, monetary policy will be decided at the monthly meetings of the governor and the chancellor of the exchequer. The Bank will then be free to implement any strategy at a time of its choosing, but before the next meeting.

The new ritual was on January 12. Expect a flurry of statements and much hand-wringing, and on any of anticipation afterwards as the markets wait to see what, if anything, was decided. But what's to be decided? The chancellor picking up the telephone any day he chooses!

The usual ritual which usually appears on this page were unavailable yesterday. They will be published in the Companies and Finance section.

Economic Notebook / Peter Norman

UK inflation: a snake scotched but not killed



idea was radical: that it was commonplace. Pick up any City investment seminar, and the message is that the days of inflation are over.

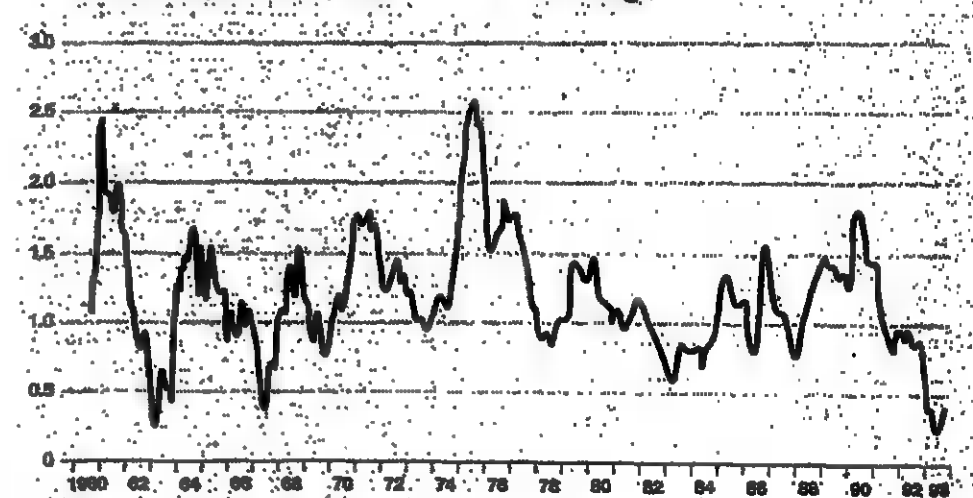
Britain's drop in inflation was certainly the prize story of last year. In spite of sterling's steep devaluation after September 1992, headline inflation has fallen to 1.4 per cent - a level in the early 1980s.

The latest figures, for November, put the government's chosen underlying rate of inflation, measured by the retail prices index, at 1.2 per cent, the lowest level in 26 years. It is exactly the same as its 1.4 per cent target rate. Recent price indications have been encouraging. Both the Confederation of British Industry and the Confederation of British Services, an independent monitoring body, last week reported further slowing of inflation in the private sector. The CBI's pay data last week showed manufacturing pay averaged only 0.3 per cent in the three months to November. Government figures show earnings rising at an annual rate of 1.2 per cent, lower than any time since the late 1980s. Although manufacturers' selling prices rose faster last year than in 1992, the post-devaluation rise in the cost of inputs has now been reversed by a sharp drop in all prices.

But, in the risk of sounding gloomy, it is too soon to declare an end to inflation. The disinflationary forces that have been at work since the early 1990s are still in place, and the long period of high inflation rates has a strong sterling exchange rate that precipitated it. It is not yet clear whether last year's unusually good price performance has ended the UK's long-standing inflation mentality.

There is still more than 10 years of high inflation in the way and there are now on the straw in the wind to suggest by the millions of western European workers starting to be redeployed on the home system, Japan's growth, as the growth of south-east Asia at the workshop of the world, like Germany, Japan has been over-reliant on manufacturing.

UK inflation relative to the OECD average



Source: Bank of England, OECD

that inflation is suppressed below that level.

The indicative index of return on investments of 6 and 12 per cent per year that are currently quoted by personal pension providers are ambitious if the government is to be taken seriously when it says it aims to have underlying inflation in the lower part of the target range by the end of this parliament.

The tendency for companies to push up their margins aggressively whenever possible has troubled the Bank of England, which sees this as an example of behaviour that is not in line with permanent low inflation.

The increase in margins coupled with higher activity as Britain comes from recession should be reflected in improved profits, greater output and employment, and higher personal income from April to be reflected in increased pressure for higher pay. It would be equally in character for British managers to be in a weak position to resist the pressure for higher pay.

comment, has fallen to its lowest level since August 1993. This suggests that the Bank has been responsible for Britain's good inflation performance last year.

Mr Harnett points out that such a good relative inflation performance in the past has been unsustainable. The UK and OECD inflation rates have typically equalised within a year of the trough, and usually through British inflation rising, rather than world inflation slowing.

There are grounds to hope that this pattern will not be repeated. International competition is intensifying, thanks partly to the rapid industrialisation and integration into the world economy of former developing countries in Asia and Latin America. This trend will be enhanced by the recently concluded Uruguay Round of multilateral trade liberalisation negotiations.

There is probably still a considerable amount of slack in the UK economy. Last month, the ONS estimated that the gap between the UK's real and potential gross domestic product last year was 3.1 per cent, the second highest of the Group of Seven leading industrial countries. The UK Treasury, according to Professor Alan Budd, the government's chief economic adviser, has come to a broadly similar conclusion. It estimates the output gap at between 3 and 7 per

cent. The wide range cited by Mr Harnett at a post-Budget Commons Treasury and Civil Service Committee hearing also highlights the uncertainty surrounding the UK economy. If you look at industrial output figures, the picture is one of a painfully slow and faltering recovery. Look instead at the 175,000 drop in unemployment in the first 11 months of last year or the steady rise in retail sales (which preceded the reports of buoyant trade in the months before last Christmas) and that picture is brighter.

Such uncertainties help explain why Mr Kenneth Clarke, the Chancellor, and the Bank of England have not shared the City's enthusiasm for a rapid lowering of interest rates over the past few months. The inflation figures for the latest two months make it unlikely that the top of the government's target will be breached in the short term and the authorities more sceptical about monetary policy in the event of a market downturn in the economy. But the government and Bank are targeting inflation two years into the future.

Until we have seen how the economy in general, and wages in particular, respond to the higher interest rates in last year's Budget, it will be too early to consign above average inflation in Britain to the history books.

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BOND FUTURES AND OPTIONS

France

NOTIONAL FRENCH BOND FUTURES (MATF)									
	Open	Sett. price	Change	High	Low	Est. vol.	Open int.		
Mar	130.02	131.00	+0.98	131.50	130.50	137,706			
Jun	129.80	130.80	+1.00	131.30	129.80	29,981			
Sep	129.62	130.60	+0.98	131.10	129.60	2			

EURO

NOTIONAL EURO BOND FUTURES (MATF)									
	Open	Sett. price	Change	High	Low	Est. vol.	Open int.		
Mar	122.00	122.00	0.00	122.00	122.00	180			
Jun	121.80	121.80	0.00	121.80	121.80	581			

US

US TREASURY BOND FUTURES (CBT) \$100,000 20yds 100%									
	Open	Sett. price	Change	High	Low	Est. vol.	Open int.		
Mar	114.10	114.10	0.00	114.10	114.10	1,524	12,291		
Jun	113.10	113.10	0.00	113.10	113.10	1,524	12,291		
Sep	112.00	112.00	0.00	112.00	112.00	581	17,507		

Spain

NOTIONAL SPANISH BOND FUTURES (MATF)									
	Open	Sett. price	Change	High	Low	Est. vol.	Open int.		
Mar	105.53	105.53	0.00	105.53	105.53	11,516			
Jun	105.11	105.11	0.00	105.11	105.11	11			

ECU

ECU BOND FUTURES (MATF)									
	Open	Sett. price	Change	High	Low	Est. vol.	Open int.		
Mar	122.00	122.00	0.00	122.00	122.00	180			
Jun	121.80	121.80	0.00	121.80	121.80	581			

US

US TREASURY BOND FUTURES (CBT) \$100,000 20yds 100%									
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Sep	112.00	112.00	0.00	112.00	112.00	581	17,507		

All

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CITICORP
U.S. \$150,000,000
Subordinated Floating Rate Notes Due September 30, 1995
Notice is hereby given that the rate of interest for the period December 30, 1993, to March 30, 1994 has been fixed at 3.25% and that the interest payable on the relevant Interest Payment Date March 30, 1994, against Coupon No. 2 in respect of US\$3,000,000 nominal of the Notes will be US\$58.75 and in respect of US\$100,000,000 nominal of the Notes will be US\$1,375.00.

January 4, 1994, London
By Citicorp, N.A. (Issuer Servicer), Agent Bank **CITIBANK**

WORLD BOND MARKETS: This Week

NEW YORK

Frank

The tolerance of the Treasury has apparently been tested. Dealers have been reporting that the market is expanding more strongly than expected in the fourth quarter, and yields on longer-dated issues have fallen through much of December.

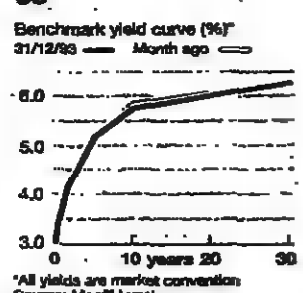
With the first indications of continued strength in the first quarter, however, the market has lost some of its momentum.

Last week, news of a surge in home inflation met the yield on the 30-year issue up 10 basis points in 100 per cent.

The jump was somewhat exaggerated by the low volume of trading.

Yesterday, the market began to ease, with a further blow. The National Association of Purchasing Management said its composite index, an important leading indicator, fell 0.1 per cent.

US



From November's reading of 55.7 per cent. It was the third straight increase and the index's highest level in a year.

In reaction, the 30-year issue dropped 10 basis points, and the yield jumped to 5.5 per cent by midday.

At the close, the two-year note was off 1/8 to 4.23 per cent. Some of the decline reflected follow-through selling after the holiday session.

LONDON

Sara Webb

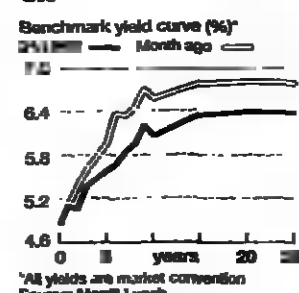
The UK government continued its rally at the year-end and is likely to be buoyed by inflation data, especially as all the European bond markets will be focusing on the UK market.

Hopes are high of a cut in the UK base rate - currently at 5.5 per cent - early in 1994. The market has already discounted this.

Although trading was quite thin over the Christmas and New Year break, the UK market has made a headway and is now the best performing government bond market in the world.

At the close, the 10-year gilt was up 1/8 to 6.12 per cent. Some of the advance reflected follow-through selling after the holiday session.

UK



By stocks on Thursday, the FTSE 100 index closed at 3,124.5, up 10.5 points.

At the close, the 10-year gilt was up 1/8 to 6.12 per cent. Some of the advance reflected follow-through selling after the holiday session.

FRANKFURT

David Waller

Yields on German government bonds ended 1993 close to historical low. The market's clear expectations that the Bundesbank will continue with its policy of low interest rates during 1994.

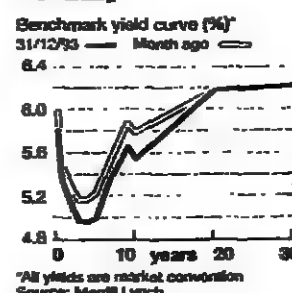
The first chance for the Bundesbank to cut rates will come at the meeting of the central bank's policy-making council scheduled for Thursday this week.

A public holiday in some parts of Germany means that many regional banks will be closed, so for that reason alone it is unlikely that the Bundesbank will cut the Lombard and discount rates from 6.75 and 5.75 per cent respectively.

But if January 6 is a timing point of view, so is January 20, the council's second meeting in 1994.

At around this time the January inflation figures will appear. The annualised inflation rate is likely to be

Germany



per cent - unchanged from the previous month as a result of the Bundesbank's policy.

At the close, the 10-year gilt was up 1/8 to 6.12 per cent. Some of the advance reflected follow-through selling after the holiday session.

TOKYO

Emiko Terazono

Growing expectations of the Bank of Japan's official stance this month to boost domestic demand will lift the 10-year government bond this first week of 1994.

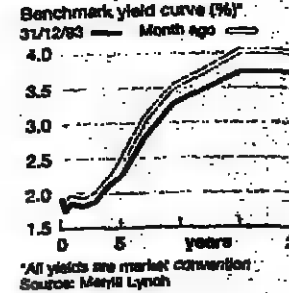
The argument for a rate cut is strengthened recently with the nation's retail sales for an 18th consecutive monthly drop, and a 0.1 per cent rise in Japanese unemployment.

figure in six years. Bleak corporate earnings reports will add more weight to the case for a rate cut.

A cut in the ODR rate, which is already at a record 1.75 per cent, is likely to prompt investors to move money from short-term into higher yielding, long-term issues.

Investors still worry, however, that rising prices, after months of an extended rise, will soon decline on profit-taking. But this kind of anxiety is countered by the widely held view that the Japanese economy will continue, and that long-term interest rates will remain low. And brokers expect buying on dips.

Japan



Even an end to the bond gains will hardly result in an automatic transfer of monies into stocks.

Capital & Credit / Sara Webb

Caution on scope for further gilts rally

Given the staggering rally in the UK government bond market last year, fixed income investors are forgiven for wondering whether the party in the gilt market is well and truly over, or whether there are further gains in the market.

One leading European bond manager, who preferred not to be named, said: "The Budget, if you believe it, was good for gilts - it was a real boost to the market."

Mr John Francis, head of global strategy at Citicorp, said: "The Budget, if you believe it, was good for gilts - it was a real boost to the market."

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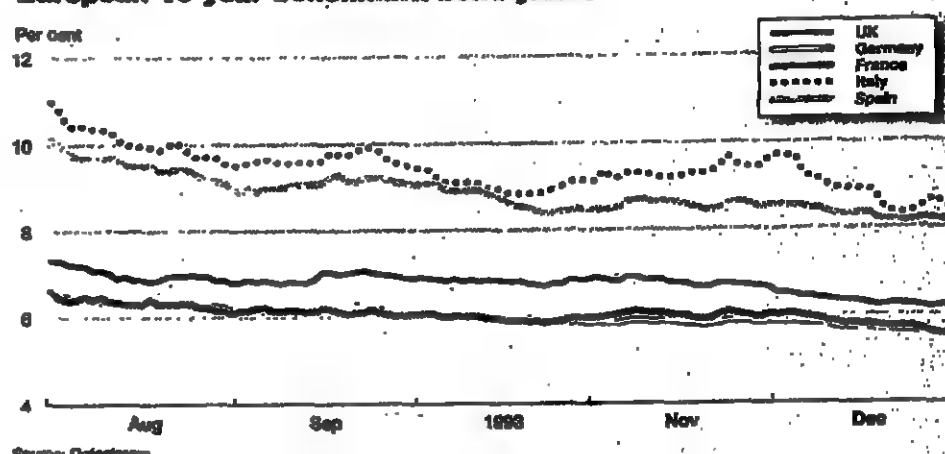
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European 10 year benchmark bond yields



INTEREST RATES AT A GLANCE

	USA	Japan	Germany	France	Italy	UK
Discount	3.00	1.75	5.75	7.00	8.00	6.00
Overnight	6.00	3.25	6.51	6.43	6.75	6.25
Three month	3.00	1.50	6.75	6.18	6.12	5.18
One year	3.50	1.00	6.07	5.87	7.81	5.00
Five year	5.22	2.12	6.01	6.01	6.87	6.00
Ten year	6.01	3.02	6.65	6.30	6.80	6.10

Notes: US 91/92, 93/94, 94/95, 95/96, 96/97, 97/98, 98/99, 99/00, 00/01, 01/02, 02/03, 03/04, 04/05, 05/06, 06/07, 07/08, 08/09, 09/10, 10/11, 11/12, 12/13, 13/14, 14/15, 15/16, 16/17, 17/18, 18/19, 19/20, 20/21, 21/22, 22/23, 23/24, 24/25, 25/26, 26/27, 27/28, 28/29, 29/30, 30/31, 31/32, 32/33, 33/34, 34/35, 35/36, 36/37, 37/38, 38/39, 39/40, 40/41, 41/42, 42/43, 43/44, 44/45, 45/46, 46/47, 47/48, 48/49, 49/50, 50/51, 51/52, 52/53, 53/54, 54/55, 55/56, 56/57, 57/58, 58/59, 59/60, 60/61, 61/62, 62/63, 63/64, 64/65, 65/66, 66/67, 67/68, 68/69, 69/70, 70/71, 71/72, 72/73, 73/74, 74/75, 75/76, 76/77, 77/78, 78/79, 79/80, 80/81, 81/82, 82/83, 83/84, 84/85, 85/86, 86/87, 87/88, 88/89, 89/90, 90/91, 91/92, 92/93, 93/94, 94/95, 95/96, 96/97, 97/98, 98/99, 99/00, 00/01, 01/02, 02/03, 03/04, 04/05, 05/06, 06/07, 07/08, 08/09, 09/10, 10/11, 11/12, 12/13, 13/14, 14/15, 15/16, 16/17, 17/18, 18/19, 19/20, 20/21, 21/22, 22/23, 23/24, 24/25, 25/26, 26/27, 27/28, 28/29, 29/30, 30/31, 31/32, 32/33, 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EQUITY MARKETS: This Week

NEW YORK

Frank McGurty

A seamless transition to the new year

After plodding ahead for most of the year, it was somewhat ironic that Wall Street finished 1993 with a flurry. The final hour of trading brought a wave of program-related selling, and an 8-point gain in the Dow Industrials was transformed into a 21-point decline in minutes.

If the swing seemed to presage a more mercurial tenor for 1994, the first hours of trading in the new year brought reassurance. Stocks were inching ahead yesterday morning, resuming the steady course that characterised the market through most of last year. Analysts generally expect a seamless transition from 1993 to 1994.

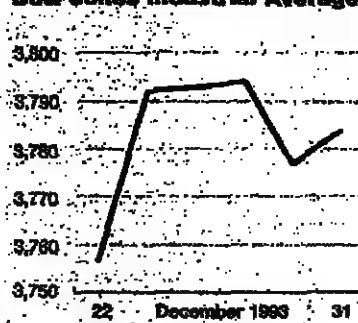
In contrast to years past, there were no flights of euphoria in the waning days of December. Investors traditionally load up their winning positions and pick up bargains among

35-point jump in Dow Jones Industrial Average last Monday - its biggest gain since July - may have whet appetites for a strong year-end rally. But true to current form, the advance was followed by two miserly days when the Dow added just fractions of a point.

The road became rockier on Thursday when the US Treasury market, after weeks of resilience, suddenly grew skittish on news of a burst in new-home sales. The inflation-sensitive 30-year government bond took a pounding. In turn, the Dow dropped 18 points, and a further 21 points on the last day of the year.

Bond prices weakened further yesterday after the National Association of Purchasing Management revealed stronger-than-expected data on new orders last month, and equities were again constrained.

Dow Jones Industrial Average



Source: FT Graphix

Nevertheless, the Dow could reach the 3,900 level for the first time ever in the next few days. One of those who takes this view is Mr Laszlo Birinyi, a Connecticut-based market strategist, who says the focus on the fixed-income markets has been overplayed. "The bond market really has been a very convenient excuse. When we want to ignore it, we do so."

He believes the hesitant sense of optimism that helped the market last year will continue to push stocks forward in the early part of 1994. "The market must accept the importance of faith at this point," he says.

Mr Birinyi sees more steady gains across the board, with particular improvement in some of consumer non-durable issues, such as Eli Lilly, Bristol-Myers and American Home Products, which have largely been overlooked in recent months.

Mr Greg Nio, technical analyst for Kemper Securities in Chicago, agrees that the market will maintain a positive bias. He says the market should survive the first quarter without a big correction, but he sees stocks as growing increasingly vulnerable as the year unfolds.

"The market will have a tough time handling mistakes. Any surprise - whether political or economic - will cause problems," he warns.

His theory may be put to an early test on Friday, with the release of December non-farm payroll figures.

LONDON

Terry Byland

Cautious note may temper the bull run

The first trading of the new year will bring more than the usual crop of doubt, optimism and wild surmise on the London stock market. The beginning of January has been a highly productive time for investors - if this did always last for the rest of the month. Until the very end of the old year, it looked as though nothing could prevent a happy new year from following a very merry Christmas.

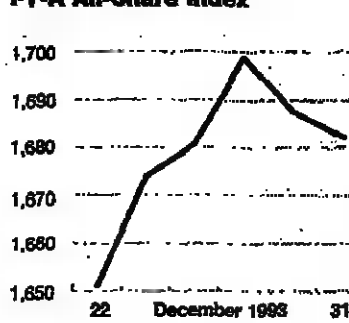
There is no shortage of bullish forecasts for 1994. Mr Nick Knight, the super bull at Nomura, is predicting a further rise of more than 8 per cent on the FTSE 100 by the end of January, and while not many would be in such a rush, there is plenty of optimism in the City.

But a note of caution has been heard in the financial trading community. The index has emerged from its winter hibernation during December, which itself lay behind the rise in the FTSE 100.

The futures buying, it is said, was related to expiry of a \$4bn over-the-counter option programme by a very large UK institution. The programme, put in place just ahead of the December budget, went badly wrong and the hapless trader had to run for cover to the futures market.

The expiry of this deal withdrew support from futures and thus hit the stock market, probably

FT-100 All-Share Index



Source: FT Graphix

robbing Mr Knight of fulfilment of his Footsie target for 1993.

OTCs are a fairly new and highly specialised animal on the stock market, encased in mystery because they are private deals between one, usually very large securities house, and one, also very large, client.

Whatever may be the benefits and perils of OTCs, they can have a significant effect, via futures, on share prices. Traders are convinced that there are more OTC deals very close to expiry and wary of seeing the futures market turn round and bite the stock market in return.

The other area where market views are shifting is on the timing of the next cut in base rates. Once again, there is general agreement that a base rate cut there will be, perhaps the Bundesbank will lead the way, or perhaps the low inflation in the UK will be enough to guarantee further falls in rates.

However, some analysts now warn that Mr Kenneth Clarke, the UK chancellor, may choose to keep rates in reserve for next spring when the UK economy, and the voters, will be taking the strain of the Budget tax increases. The same logic could also be putting the stock market under pressure by then.

What the stock market would like to see this week is a base rate cut and no OTC expiries. But what if these heartening images are transposed? The cut and an OTC expiry might be another story.

OTHER MARKETS

Little in the way of corporate results is due this week. Instead, attention will once again return to the outlook for lower European interest rates. However, the Bundesbank Council holds a first meeting of the new year on Thursday, because of Epiphany holiday in Catholic Länder. Instead, it believes that January 20 is a better bet.

The continental European markets closed on Thursday with include Athens, Milan, Madrid, Stockholm, Helsinki and Vienna.

FRANKFURT

November industrial production figures during the week are expected to show a further monthly decline while the Capex Index is expected to rise in November industrial orders, reflecting a seasonal bounce in domestic orders. The bank notes, however, that in underlying terms, only export orders are making a recovery.

PARIS

The French government is expected to announce this week its decision on the terms of the sale of the cable operations of Cofelec and Depots de Consignations (CDC) cable unit, ComDev, which is expected to be in contention.

French trade figures on Friday are expected to reveal falling exports and rising imports, resulting in a 1993 trade surplus, sharply down from the 1992 surplus in September.

AMSTERDAM

The Amsterdam stock exchange has this week adopted the European Options Exchange Index of the leading Dutch shares. The index, unchanged in calculation, will be called the Amsterdam EOE Index (AEI).

TOKYO

Small lot buying by investment banks and financial institutions will support the Nikkei Stock Average of 236 issues this first week of 1994. Chart analysts expect Japanese equity prices to trade in a narrow range of 17,000 to 17,700.

Traders predict limited gains in the Japanese market as they await an abundance of compelling reasons to enter the market.

Investors will also be awaiting further details on the timing and content of the government's proposed economic stimulus package.

RISK AND REWARD

An independent stands up to the pressure



Locals, the independent traders who dominated the futures pits of Chicago, are gradually being squeezed out of the market by the weight of capital from the world's largest banks and securities houses.

However, a line of traders who have been in the business for many years, and who have built a reputation for competitive rough and tumble of the Chicago Board of Trade's Treasury bond futures pit.

In a business where 80 per cent of the arrivals are within a year, the 37-year-old Mr Baldwin, a self-made multi-millionaire who built his fortune and reputation in the competitive rough and tumble of the Chicago Board of Trade's Treasury bond futures pit.

There is a saying in Chicago that locals are only fit for the pits. Baldwin, however, has been a local for international business. In his first property deal with ING Bank of the Netherlands, he purchased a 1.5m sq ft office building, the 1000 City Building, for \$100m.

Seeing that managed money was a growth industry, Baldwin decided to join the ranks of the steady cash returns, Baldwin joined a joint venture with Mitsubishi Corporation in 1980 to form MC Baldwin Financial, which manages six futures funds in Japan with a combined assets of about \$100m.

Last month MC Baldwin was appointed trading manager of a Luxembourg-based futures fund to be managed in Germany by Hypo-Bank. Hypo has committed DM35m to the fund in the first such venture of its kind in Germany. MC Baldwin also administers a German fund for Heinrich in the US.

Together, Baldwin says his funds are up 23 per cent for the year.

He does not personally handle the funds' assets, but oversees the activities of trading advisers. He plans to keep the business small, picking partners such as Hypo and Mitsubishi in the market, and concentrating his management on risk control.

Index	Closing Price	Change	Open	High	Low	12 month	1993	Low
FT-100	3,784.3	+1.8	3,781.1	3,784.3	3,777.6	3,462.0	3,462.0	2,737.6
Dow Jones Ind.	3,784.3	+1.8	3,781.1	3,784.3	3,777.6	3,462.0	3,462.0	2,737.6
Nikkei 225	12,112.35	+1.6	12,108.1	12,112.35	12,108.1	11,145.11	11,145.11	10,078.71
Dax	2,266.88	+2.0	2,264.7	2,266.88	2,264.7	1,516.50	1,516.50	1,516.50
CAC 40	2,266.88	+2.0	2,264.7	2,266.88	2,264.7	1,516.50	1,516.50	1,516.50
London Gold Fixing	319.47	+0.3	319.1	319.47	318.8	312.88	312.88	308.93

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WORLD STOCK MARKETS

AMERICA

Dow edges lower on easing bond market

Wall Street

US stocks edged lower yesterday morning as a weak bond market overshadowed two favourable readings on the economy, writes Frank McCarty in New York.

By 1 pm, the Dow Jones Industrial Average was down 0.34 at 5,811.12 and the more broadly based Standard & Poor's 500 was down 0.97 lower at 455.43. In the secondary markets, the American SE composite was 0.96 off at 476.19, while the Nasdaq showed a sharper 7.36 decline to 789.54.

The initial trading day of the new year brought one of the first official signs of sustained economic expansion in the first quarter.

The National Association of Purchasing Management said that its composite index, an important leading indicator, rose in November from 57.7 to 58.1. It was the highest level since January 1993.

Separately, the Commerce Department said that construction spending in November had climbed 1.8 per cent, for the seventh consecutive gain. However, the report carried little significance for the bond market, which is looking ahead for signs of mounting inflationary pressure.

In early trading, the benchmark 30-year bond was down 1/8 at 104 1/8, hovering at its highest level since August. In response, the early 10-point gain in the Dow Industrial index was eroded and many issues were trading modestly below their opening levels.

Du Pont, up \$1 at \$49, was one of the few blue chips showing a solid gain. IBM advanced \$2 to \$57, and Boeing added \$2 to \$44.

Automobile issues were particularly active. Ford dropped \$1 1/2 to \$34, General Motors slipped \$4 to \$34, and Chrysler eased \$4 to \$34.

In the tech sector, Polaroid Department Stores jumped \$1 to \$34, while

revealing a plan to acquire the bankrupt R.H. Macy, and create the largest US department store chain.

Woolworth firm \$1 to \$51, but Woolworth lost \$1 to \$51.

Toys "R" Us shed \$1 1/2 to \$51, in spite of a better than expected Christmas sales. The drop followed the announcement of a management transition at the company.

Falling technology shares dragged down the Nasdaq, which outperformed other indices. Intel slipped \$2 to \$27, while MCI Communications lost \$2 to \$27.

PARIS said domestic bank shares were under pressure in effect

EUROPE

Bourses open 1994 in ascending array

The Continent was peppered with new highs, writes Our Markets Staff.

FRANKFURT saw US buying late in the session, overcame a weak start and closed with the DAX index 1.30 stronger at 2,287.98. Trade was quiet after Thursday's 11.11.11.

Construction shares, savaged by analysts in mid-1993, broke resistance levels and blossomed. Hochtief and Mann both rose by DM60, to DM1,200 and DM1,045.

PARIS said domestic bank shares were under pressure in effect

that futures-related buying was behind a rise in the CAC-40 index of 2.34 to a new high of 2,290.56. Turnover amounted to FF4.3m. Eurotunnel gained FF1.90 at FF54.40 on its tariff structure. It fell as low as FF280 on its rights issue at one point, recovering to close still FF5.60 down at FF297.40. It talked of higher 1993 profits.

STOCKHOLM returned to record setting territory, the SMI index registering an advance of 1.1 at 2,962.2, with the best performance coming in cyclical.

MADRID peaked at higher

327.16, with construction in the lead. Registered shares in Ciba-Geigy, viewed as a cyclical stock, rose 1.5 to 1,481.78.

COPENHAGEN gained 2.2 in active buying by institutional investors, the NYSE 100 index climbed 1.1 to 109.19 in big turnover.

AMSTERDAM saw enthusiastic buying which took the AEX index 6.1 to a high of 430.37. A rise of F1 2.50, or 5.3 per cent, in F1 49.40 in Ahold, the retailer,

attributed to favourable comment on the outlook for the group's US supermarket chains. BRUSSELS moved ahead, the BEL index adding 1.1 to 4,481.78.

STOCKHOLM put political worries over an impending decision on the Onus Bridge between Sweden and Denmark and the Affärsvärlden index 2.1 to a record 1,424.9.

STOCKHOLM shrugged off continued low prices in Norway's North Sea oil and the all-share index moved 1.1 to 617.91 in active turnover of NK672m.

VIENNA rose by 1.8 per cent.

the ATX index closing 20.78 higher at 1,149.56 on a lack of sellers. WIG index climbed 606, or 4.9 per cent, to 13,046 in active turnover of 1,400m zlotys.

ISTANBUL hit its third consecutive peak, the composite index ending at 21,788.1, up 1,053, or 4.9 per cent.

ATHENS scored a new high with a 3.2 per cent gain on institutional buying, the general index closing 31.55 stronger at 990.21.

Written and edited by William Morgan

ASIA PACIFIC

Region sees new records set in eight centres

Roundup

Eight centres saw new highs. Tokyo, Taiwan, Australia and New Zealand were closed.

HONG KONG advanced 1.7 per cent, taking the Hang Seng index through the 12,000-point level in another record close. Buy orders from foreign institutions continued to pour in.

The index climbed 198.10 to 12,066.49. Continuing strong demand was particularly evident, helping to expand turnover to a heavy HK\$9.22bn. On the futures market the

January index contract ended with a 1.50 premium to the physical market at 12,315, or 355 points.

Bank of East Asia, which was among the top of the major banks to announce profits, advanced HK\$4.50 to HK\$57.50. Liu Chong Hing was up HK\$2.20 to HK\$18.20, an expectations of a split spin off in banking.

Malayan Landed jumped 30 cents to HK\$12.90 in active turnover. Plans for a regional holding company were vetoed by the Malaysian associate.

MALAYSIAN LUMPUR registered further speculative buying and the compos-

retail demand, an expectations of new gains in coming weeks, which took the Straits Times index up 15.86 to a peak 2,411.53.

Profit-taking was overwhelmed by a flood of money. However, Rothmans Industries plunged \$1.20, or 11.9 per cent, to \$9.00 when the stock resumed trading after an announcement that plans for a regional holding company were vetoed by the Malaysian associate.

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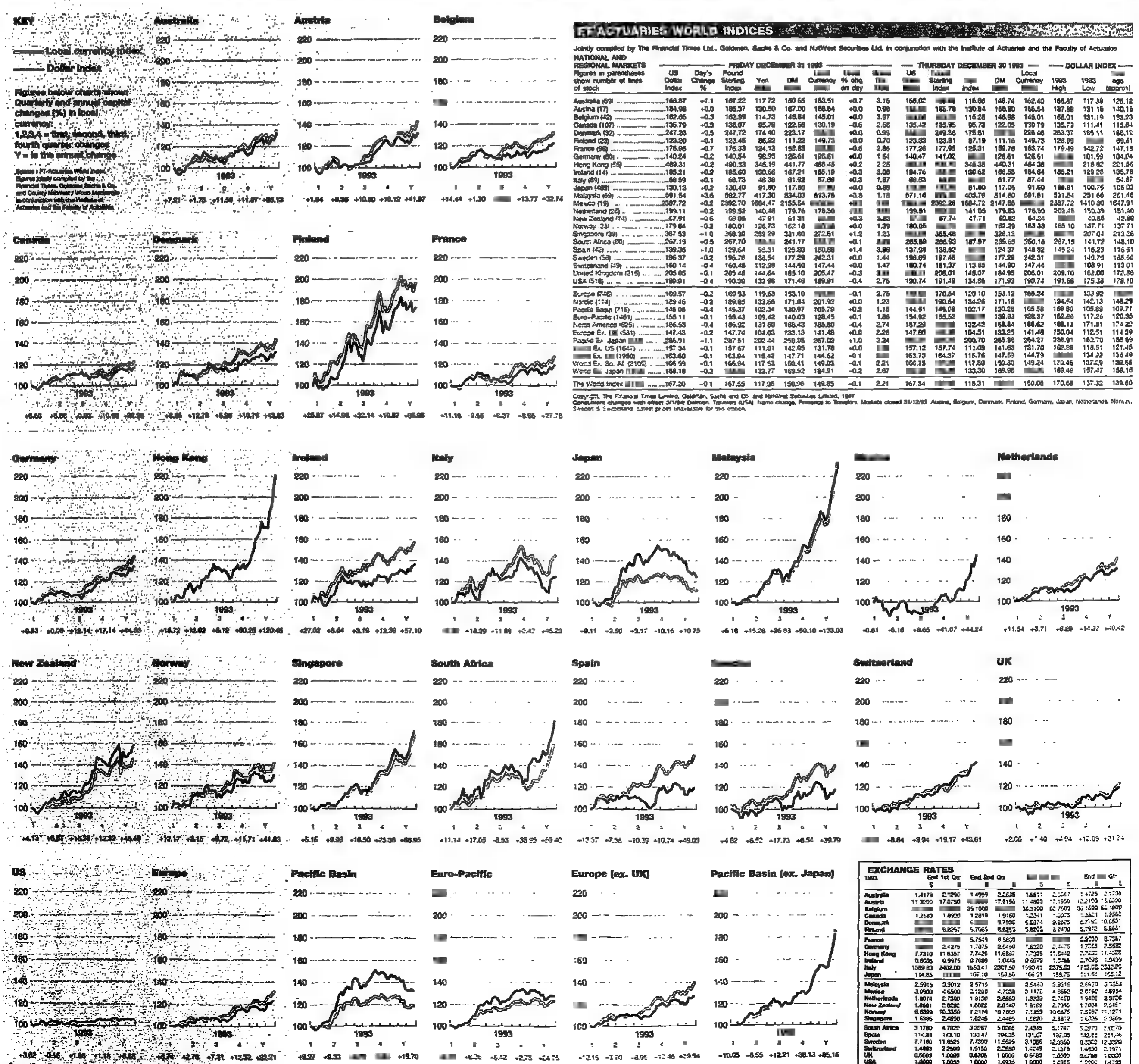
market amid profit-taking in other issues. The Composite Index added 75.43 at 3,271.51.

JAKARTA edged ahead, a record close, the official index ending at 589.65.

KARACHI, powered by strong demand for financials, polyesters and pharmaceuticals, the KSE 100 index rose 7.89 to finish at a high of 2,178.09.

BOMBAY's 30-share index moved ahead 19.80, or 3.8 per cent, to a peak of 3,465.86 and increased foreign buying on hopes for improved economic and political stability in the coming year.

HOW THE WORLD MARKETS PERFORMED IN 1993



■ FT Cityline Unit Trust Prices: dial (800) 441-4336 x 430, enter 4 and key in the five digit code listed below. Calls are charged at 36¢/minute cheap rate and 48¢/minute at all other times. International access available by subscription only. For more details call the FT Cityline Help Desk on (771) 873-4378.

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MONEY MARKET FUNDS

DOLLAR SPOT FORWARD AGAINST THE DOLLAR													
Jan 3		Closing mid-point	Change on day	Bid/offer spread	Day's high	mid low	One month %PA	Three months %PA	One year %PA	Morgan GTS %PA			
Europe													
Austria	(Sch)	1.1313	+0.029	190 - 240	1.1370	1.1310	-2.5	12.2885	-2.1	12.3915	-1.4	+6.01	
Belgium			+0.009	080 - 790		38.1450	38.4125	-4.0	-3.5		-2.2	+0.01	
Denmark	(DKK)	6.7835	-0.014	810 - 860	6.7905		-3.9	1.911	-3.4	6.9335	-2.2	-	
France	(FFr)	5.8020	+0.016	910 - 123	5.8110		5.817	-3.1	5.8000	-3.2	5.882	-1.4	
Germany	(FFr)		+0.004	075 - 095			8.88	-3.7	5.009	-1.7		-7.32	
Italy	(L)	1.7371	+0.0086	366 - 376	1.7395		1.7418	-3.3	-2.6	1.7611	-1.4	+7.00	
Greece		2.8750	+0.4	500 - 500	250.000		-17.8	281.25	-18.4		-18.0	-	
Ireland	(Ir)		-0.0005	079 - 080		1.4070	1.4045	-3.5	3.0		1.9	-	
Japan	(Yen)	1.1705	-0.001	910 - 920	1.1715		1.1715	-5.4	1.1756	-5.0	1.1771.75	-38.15	
Luxembourg	(Lfr)		-0.09	090 - 100			35.3625	-4.0	35.6575	-3.5	-2.2	-	
Netherlands	(fl)		+0.0017	430 - 450		1.5938	-2.7	1.5911	-2.1	1.5917	-1.1	-	
Norway		-0.0004	331 - 261				-3.8	-2.3	-2.3	-1.5	-18.44	-	
Portugal		176.380	+0.73	790 - 930			178.095	-8.6	180.235	-7.8	-6.5	-	
Spain	(Pes)		+0.0001	890 - 910		143.030	143.030	-5.5	-5.5	-5.5	-5.5	-	
Sweden	(Sk)		+0.0176	478 - 578			-4.5	-5.5	-5.5	-5.5	-37.95	-	
Switzerland	(SF)	1.4827	-0.0003	822 - 832		1.4750	-1.3	-0.8	-0.6	-0.1	-	-	
U.K.	(£)	1.4905	+0.001	800 - 810		1.4770	1.4775	-1.7	1.481	1.2	-27.85	-	
East		1.1150	-	145 - 155	1.1167	1.1134	1.1116	3.7		1.1141	1.7	-	
SOFR													
Asia													
Argentina			-	980 - 981				-	-	-	-	-	
Brazil	(Cz)		+0.031	215 - 225		331.215		-	-	-	-	-	
Canada	(Cdn)	1.3143	-0.0087	140 - 145			1.315	-0.6	1.3140	-0.5	1.3201	-0.4	-10.80
Mexico	(New Pes)	3.1080	-0.0107	070 - 090		3.1020	3.1020	-2.7	3.1138	-0.7		-	
USA	(\$)											-9.40	
Pacific/Middle													
Australia	(A\$)	1.4826	-0.0017	650 - 631	1.4790		1.4852	-1.0	-0.8	1.4748	-0.8	-45.48	
India	(Rupee)		-0.0035	230 - 231			7.7355	-0.5	7.7305	-0.6	7.7377	-0.2	
India	(Ru)		+0.0075	890 - 900			-3.1	31.6813	-3.4			-	
Japan	(Y)		+0.79	380 - 410	11.200	111.650	112.3	-1.0	1.3			-	
Malaysia	(MS)		-0.0265	880 - 900		2.6660	2.6660	-1.3	2.6785	-1.8	2.72	-0.0	
Philippines	(P)		-0.0005	710 - 720			1.7885	-0.9	1.7885	-1.0	1.7919	-0.7	
Philippines	(Peso)		-0.005	000 - 000		27.5000		-	-	-	-	-	
Singapore			-0.0007	490 - 505			-0.7	-0.7	-2.1		-1.1	-	
Singapore		1.6113	+0.0023	110 - 115			1.6105	1.3	1.6095		-0.2	-	
Taiwan	(New T\$)		+0.0005	000 - 000			1.6105	-0.3	1.6105	-0.3	-4.8	-	
Taiwan	(New T\$)			850 - 950			4.517	-7.8	-7.9		-	-	
Taiwan			+1.25	300 - 500			811.4	-4.5	-3.2		-3.1	-	
Taiwan			-	200 -		26.6200	26.6938	-2.7	-2.7		-	-	

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				week ago	2 1/2	1 1/2	1 1/2
U.S. LIBOR FT London							
Interbank				-	3 1/4	3 1/4	-
week ago				-	3 1/4	3 1/4	-
3 month				-	3 1/4	3 1/4	-
6 month				-	3 1/4	3 1/4	-
1 year				-	3 1/4	3 1/4	-
2 year				-	3 1/4	3 1/4	-
3 year				-	3 1/4	3 1/4	-
4 year				-	3 1/4	3 1/4	-
5 year				-	3 1/4	3 1/4	-
6 year				-	3 1/4	3 1/4	-
7 year				-	3 1/4	3 1/4	-
8 year				-	3 1/4	3 1/4	-
9 year				-	3 1/4	3 1/4	-
10 year				-	3 1/4	3 1/4	-
11 year				-	3 1/4	3 1/4	-
12 year				-	3 1/4	3 1/4	-
13 year				-	3 1/4	3 1/4	-
14 year				-	3 1/4	3 1/4	-
15 year				-	3 1/4	3 1/4	-
16 year				-	3 1/4	3 1/4	-
17 year				-	3 1/4	3 1/4	-
18 year				-	3 1/4	3 1/4	-
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25 year				-	3 1/4	3 1/4	-
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99 year				-	3 1/4	3 1/4	-
100 year				-	3 1/4	3 1/4	-

				week ago	2 1/2	1 1/2	1 1/2
U.S. LIBOR FT London							
Interbank				-	3 1/4	3 1/4	-
week ago				-	3 1/4	3 1/4	-
3 month				-	3 1/4	3 1/4	-
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64 year				-	3 1/4	3 1/4	-
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77 year				-	3 1/4	3 1/4	-
78 year				-	3 1/4	3 1/4	-
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80 year				-	3 1/4	3 1/4	-
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83 year				-	3 1/4	3 1/4	-
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85 year				-	3 1/4	3 1/4	-
86 year				-	3 1/4	3 1/4	-
87 year				-	3 1/4	3 1/4	-
88 year				-	3 1/4	3 1/4	-
89 year				-	3 1/4	3 1/4	-
90 year				-	3 1/4	3 1/4	-
91 year				-	3 1/4	3 1/4	-
92 year				-	3 1/4	3 1/4	-
93 year				-	3 1/4	3 1/4	-
94 year				-	3 1/4	3 1/4	-
95 year				-	3 1/4	3 1/4	-
96 year				-	3 1/4	3 1/4	-
97 year				-	3 1/4	3 1/4	-
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100 year				-	3 1/4	3 1/4	-

				week ago	2 1/2	1 1/2	1 1/2
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2 year				-	3 1/4	3 1/4	-
3 year				-	3 1/4	3 1/4	-
4 year				-	3 1/4	3 1/4	-
5 year				-	3 1/4	3 1/4	-
6 year				-	3 1/4	3 1/4	-
7 year				-	3 1/4	3 1/4	-
8 year				-	3 1/4	3 1/4	-
9 year				-	3 1/4	3 1/4	-
10 year				-	3 1/4	3 1/4	-
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12 year				-	3 1/4	3 1/4	-
13 year				-	3 1/4	3 1/4	-
14 year				-	3 1/4	3 1/4	-
15 year				-	3 1/4	3 1/4	-
16 year				-	3 1/4	3 1/4	-
17 year				-	3 1/4	3 1/4	-
18 year				-	3 1/4	3 1/4	-
19 year				-	3 1/4	3 1/4	-
20 year				-	3 1/4	3 1/4	-
21 year				-	3 1/4	3 1/4	-
22 year				-	3 1/4	3 1/4	-
23 year				-	3 1/4	3 1/4	-
24 year				-	3 1/4	3 1/4	-
25 year				-	3 1/4	3 1/4	-
26 year				-	3 1/4	3 1/4	-
27 year				-	3 1/4	3 1/4	-
28 year				-	3 1/4	3 1/4	-
29 year				-	3 1/4	3 1/4	-
30 year				-	3 1/4	3 1/4	-
31 year				-	3 1/4	3 1/4	-
32 year				-	3 1/4	3 1/4	-
33 year				-	3 1/4	3 1/4	-
34 year				-	3 1/4	3 1/4	-
35 year				-	3 1/4	3 1/4	-
36 year				-	3 1/4	3 1/4	-
37 year				-	3 1/4	3 1/4	-
38 year				-	3 1/4	3 1/4	-
39 year				-	3 1/4	3 1/4	-
40 year				-	3 1/4	3 1/4	-
41 year				-	3 1/4	3 1/4	-
42 year				-	3 1/4	3 1/4	-
43 year				-	3 1/4	3 1/4	-
44 year				-	3 1/4	3 1/4	-
45 year				-	3 1/4	3 1/4	-
46 year				-	3 1/4	3 1/4	-
47 year				-	3 1/4	3 1/4	-
48 year				-	3 1/4	3 1/4	-
49 year				-	3 1/4	3 1/4	-
50 year				-	3 1/4	3 1/4	-
51 year				-	3 1/4	3 1/4	-
52 year				-	3 1/4	3 1/4	-
53 year				-	3 1/4	3 1/4	-
54 year				-	3 1/4	3 1/4	-
55 year				-	3 1/4	3 1/4	-
56 year				-	3 1/4	3 1/4	-
57 year				-	3 1/4	3 1/4	-
58 year				-	3 1/4	3 1/4	-
59 year				-	3 1/4	3 1/4	-

1991 1990 1989 1988 1987 1986 1985 1984 1983 1982 1981 1980 1979 1978 1977 1976 1975 1974 1973 1972 1971 1970 1969 1968 1967 1966 1965 1964 1963 1962 1961 1960 1959 1958 1957 1956 1955 1954 1953 1952 1951 1950 1949 1948 1947 1946 1945 1944 1943 1942 1941 1940 1939 1938 1937 1936 1935 1934 1933 1932 1931 1930 1929 1928 1927 1926 1925 1924 1923 1922 1921 1920 1919 1918 1917 1916 1915 1914 1913 1912 1911 1910 1909 1908 1907 1906 1905 1904 1903 1902 1901 1900 1899 1898 1897 1896 1895 1894 1893 1892 1891 1890 1889 1888 1887 1886 1885 1884 1883 1882 1881 1880 1879 1878 1877 1876 1875 1874 1873 1872 1871 1870 1869 1868 1867 1866 1865 1864 1863 1862 1861 1860 1859 1858 1857 1856 1855 1854 1853 1852 1851 1850 1849 1848 1847 1846 1845 1844 1843 1842 1841 1840 1839 1838 1837 1836 1835 1834 1833 1832 1831 1830 1829 1828 1827 1826 1825 1824 1823 1822 1821 1820 1819 1818 1817 1816 1815 1814 1813 1812 1811 1810 1809 1808 1807 1806 1805 1804 1803 1802 1801 1800 1799 1798 1797 1796 1795 1794 1793 1792 1791 1790 1789 1788 1787 1786 1785 1784 1783 1782 1781 1780 1779 1778 1777 1776 1775 1774 1773 1772 1771 1770 1769 1768 1767 1766 1765 1764 1763 1762 1761 1760 1759 1758 1757 1756 1755 1754 1753 1752 1751 1750 1749 1748 1747 1746 1745 1744 1743 1742 1741 1740 1739 1738 1737 1736 1735 1734 1733 1732 1731 1730 1729 1728 1727 1726 1725 1724 1723 1722 1721 1720 1719 1718 1717 1716 1715 1714 1713 1712 1711 1710 1709 1708 1707 1706 1705 1704 1703 1702 1701 1700 1699 1698 1697 1696 1695 1694 1693 1692 1691 1690 1689 1688 1687 1686 1685 1684 1683 1682 1681 1680 1679 1678 1677 1676 1675 1674 1673 1672 1671 1670 1669 1668 1667 1666 1665 1664 1663 1662 1661 1660 1659 1658 1657 1656 1655 1654 1653 1652	
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	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Avg
1 yr	1.4583			1.4590								
Mar											1,627	17,000
Jun											98.80	1.77
Sep											-0.03	0.98
											98.80	1.77
											98.28	1.68

All Open Interest figs. are for previous day

Actuaries and the Faculty of Actuaries

1963		DOLLAR INDEX		Year		BANK RETURN	
Local	Currency	1963	1964	Low	High	Wednesday	Increase or
					(approx)	12/31/63	for
100.00	100.00	100.00	117.38	125.12		£	£
166.54	187.88	151.16	150.16			14,558,000	
148.01	166.01	151.19	153.23			3,200,241,715	
130.79	136.79	111.41	116.64			1,857,201,556	
100.00	253.27	165.11	165.12			8,491,651,960	

1.16	149.73	129.49	85.50	69.61																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
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64.24	88.38	-45.64	42.69		
183.38	105.10	137.71	157.71		
768.28	559.74	237.94	213.96	19,378,377,201	+110,258,108
250.18	257.16	144.72	148.10	11,622,799	-239,108
				In Banking Department	
148.82	145.24	175.23	116.81	19,960,000,000	+110,000,000
27.29	242.31	208.92	198.01	11,015,100	
747.44	165.88	158.61	113.01		
206.01	208.10	162.01	172.36	5,312,870,845	
1.93	180.74	191.68	175.38	13,466,314,055	+1,098,781,844
				Other Securities	
165.24	122.58	133.87	135.01	18,390,000,000	

1.18	201.92	194.54	142.13	143.29																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
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[illegible][illegible]

	103	F.P.	33.5	108	92 1/2	Marshall Ind Inc	107	+	-	-	-	-
	100	F.P.	53.0	107	96	Mercury Wild Mng	107					
	100	F.P.	7.6	42	40	Schleicher	107	+	2.5	7.8	9.1	10.0
	100	F.P.	27.4	110	100	Morgan Const C	109 1/2	+				
Crushing	100	F.P.	27.0	106	98	NRA Smelt. Aust.	105					
con-		F.P.	2.6	51	42	Do. Vanns.	146					
er-	100	F.P.	66.9	149	139	Norson Harst	150					
ice	102	F.P.	59.4	99	92	New London Cap	99					
	100	F.P.	57.6	120	94	ON Demand Ink	113	+				
Rock	100	F.P.	16.0	104	100	Pilot Inv C	104	+				
	100	F.P.	59.4	99	92	New London Cap	99					
terrose	100	F.P.	57.6	120	94	ON Demand Ink	113	+				
limestone	100	F.P.	16.0	104	100	Pilot Inv C	104	+				

Donor	1950	100	F.P. 18.6 91	84	Premium Trust	99	1	-	-	-
Donor	1951	100	F.P. 16.1 12	80	Premium Trust	122	-	-	-	-
Donor	1952	100	F.P. 2.1 114	104	Reserve	111	-	-	-	-
Donor	1953	100	F.P. 12.4	93	Royal Donation	111	-	-	-	-
Donor	1954	100	F.P. 9.2 62	60	Secured En.	228	-	1	66.6	1.8
Donor	1955	100	F.P. 60	203	Telescop	132	1	100	7.2	10.0
Donor	1956	100	F.P. 12.4	93	Royal Donation	111	-	12.5	1.8	24.1

1. 1

Money Market **Courts & Co**
448 Second, London W22 9QS 071-750

Trust Funds

| | | | |
|-------------------------|------|------|------|
| 150,000 and above ... | 5.10 | 4.20 | 5.72 |
| \$25,000 to £47,999 ... | 5.25 | 3.94 | 5.00 |
| \$10,000 to £24,999 ... | 4.50 | 3.00 | 4.93 |
| \$5,000 to \$9,999 ... | 4.25 | 3.14 | 4.72 |

| Rates for non-personal deposits | | | |
|---------------------------------|------|------|------|
| \$50,000 and above | 5.75 | 7.44 | 5.35 |
| \$25,000 to \$49,999 | 4.75 | 6.50 | 4.35 |
| \$10,000 to \$24,999 | 4.00 | 5.75 | 4.00 |

| | | | |
|---|-------------|---|--------------------------|
| American Express Bank Ltd
Sussex House, Burgess Hill RH15 9AQ
High Performance Current Account | 0444 232444 | Lloyds Bank - Investment Account
71 Lombard St, London EC3P 3BZ
£100,000 and above ... 5.50 4 12 | 0272 4333
5.50 1 year |
|---|-------------|---|--------------------------|

Bank of Scotland
38 Threadneedle St, EC2P 2EH 071-001 6448

Berclays Prime Account H.I.C.A.
PO Box 125, Normanton
0694 752991

Save & Prosper/Robert Fleming
16-22 Western Ter., Rm 1 JLG 0800 2021

| | | | | |
|-------------------|------|------|------|-----|
| \$700,000+ | 4.76 | 3.86 | 4.89 | MFI |
| \$5,000-549,999 | 1.80 | 1.12 | 1.51 | MFI |
| \$50,000-549,999 | 2.10 | 1.80 | --- | MFI |
| \$500,000-549,999 | 1.80 | 1.80 | --- | MFI |
| \$500,000-549,999 | 1.80 | 1.80 | --- | MFI |

£10,000-99 day notice . 7.00
 £10,000-99 day notice . 7.00

071-268 071
 071-268 071

| | | | |
|------------------------------------|-------------|---|-----------|
| 1716 Co-Operative Bank | 0245 332000 | Wenters Trust High Interest Cheque Acct | |
| PO Box 300, Chelmsford, Essex | - | The Moneycentre, Plymouth PL1 1SR | 0752 2241 |
| TEISA | 1.50 | | |
| Bankholder - Fixed Deposit Account | - 1 Yearly | | |

| Residence Deposit - Impaired Assets | 3.00 | 4.00 | 5.00 |
|-------------------------------------|------|------|------|
| \$250,000+ _____ | 4.75 | 5.50 | 6.25 |
| \$150,000 - \$249,999 _____ | 3.75 | 4.50 | 5.25 |
| \$75,000 - \$149,999 _____ | 3.00 | 3.75 | 4.50 |

CORPORATE IDENTITY

Quality PROMOTIONAL GIFTS

Appear in the
Financial Times

Melanie Miles on 071 873 3308

Appears **EVERY SATURDAY** in the Weekend FT.

Agents & developers:
Julia Copeland 071 873 3307.

* For explanation see page 22

منه الأصل

INVESTMENT TRUSTS - Cont.

هكذا آمنه لأصل

LONDON SHARE SERVICE[illegible]

| | | | | | | |
|-----|-----|-------|-----|---------------|------|-------|
| 153 | 7.7 | 0.230 | 0.3 | Justin Decker | 21.3 | 40209 |
| 18 | | | | | | 33300 |

| | | | | | | |
|------|------|-------|-----|----------|-------|------|
| 120P | 0.8 | 05c | 1.0 | May Dec | 11.2 | 3548 |
| 111 | 11 | | | | | |
| 83 | -1.9 | | | | | 3654 |
| 240 | 2.1 | | | | 1190 | |
| 150 | 13.2 | 58c | 2.8 | Oct | | 3717 |
| 104 | 4.5 | 0710 | 1.3 | Jan Dec | 24.4 | 3834 |
| 120 | -8 | | | | | |
| 78 | -1.3 | | | | | 3838 |
| 105 | 18 | | | | | |
| 108 | 12.9 | | | | | 3880 |
| 100 | 9.8 | 04c | 1.5 | Mar | | 3882 |
| 76 | 7.5 | | | Oct | | |
| 100 | 3.5 | 0710c | 1.5 | Oct | | |
| 242 | 6.1 | 0710c | 2.3 | Oct | 23.9 | 3907 |
| 81 | 2.5 | | | | | 3908 |
| 101 | 8.3 | | | | | 3909 |
| 110 | 1.2 | 000c | 0.4 | Jan Dec | 21.1 | 3935 |
| 22 | -0.3 | | | | | 3937 |
| 100 | 1.5 | | | | | 3938 |
| 351 | 3.2 | 0710c | 0.7 | Apr Oct | 28.9 | 4479 |
| | | | | | | |
| 155 | 6.0 | 0710c | | Oct | 9.3 | 7774 |
| 100 | 1.9 | 05c | | Jan | 2.8 | 1718 |
| 100 | 2.6 | | 3.1 | Dec | 10.0 | 1720 |
| 305 | 0.7 | 05c | | Jan | 14.12 | 2504 |
| | | | | | | |
| 85 | -5.5 | | | | | 3707 |
| 25 | -3 | | | | | 3708 |
| 30 | | | | | | 3709 |
| 70 | 1.2 | 077c | 0 | Apr | 2.5 | 2219 |
| 134 | -5.3 | | | | | 1418 |
| 11 | 1.1 | | | | | 1427 |
| 18 | | | | | | |
| 87 | 3.5 | 02c | | Dec, Jan | 5.11 | 2771 |
| 37 | -2.6 | | | | | 2772 |
| 101 | 8.1 | | | | | 1482 |
| 101 | 10.0 | | | | | 1483 |
| 101 | 8.6 | | | | | 1484 |
| 138 | -7 | | | | | 3538 |
| 48 | | | | | | 3539 |
| 812 | 2.5 | 0515 | 1.7 | Dec Aug | 7.8 | 2383 |

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[illegible]Service

Services are available to call the FT Share Line: Additions: Rubenold (Eldi Mui), Blomquist, and Synchro Cap Corp (D).
 2013, Wiggins Prop Corp & Wits (Siv
 and Limpert (Siv), Badgerline (Trans
 (Mandel, Deitch, NZ O (CIS).

Annual Reports Service
 We will prepare an annual report, or any
 of with a Ring 01: 770 0770 (open 24
 weekends) or tax 01: 770 3822, quoting
 (if calling from outside UK, call +44 81
 444 4444). We will also provide an annual
 day, subject to availability. If turning
 to state the weekly charging FT code
 our post code.

Share prices called FT Cityline on
 03 followed by the six-digit code listed
 on the back of the card. The service is
 available, closed at 3pm, 7 days a
 per minute at all other times.

The service is available for callers outside the
 country £250 qd.

4 pm close, January 3



| | Div. | Yr. | Stk. | High | Low | Last | Chng. | | Div. | Yr. | Stk. | High | Low | Last | Chng. |
|--------|------|------|------|------|------|------|-------|---------|------|-------|------|-------|-----|------|-------|
| Am Med | 0.00 | 23 | 804 | 1375 | 1330 | 1330 | + | Pharbit | 0.00 | 1 | 14 | 4 1/2 | 4 | 4 | |
| Am P | 1.16 | 11 | 57 | 254 | 244 | 25 | - | Pfizer | 0.00 | 71119 | 185 | 1670 | 154 | 4 | |
| Am R | 0.04 | 0.04 | 23 | 23 | 23 | 23 | + | Procter | 0.00 | 13 | 13 | 13 | 13 | 13 | + |
| Am S | 0.04 | 0.04 | 23 | 23 | 23 | 23 | + | Procter | 0.00 | 13 | 13 | 13 | 13 | 13 | + |
| Am T | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Prod | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am U | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am V | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am W | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am X | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am Y | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am Z | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am AA | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am AB | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am AC | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am AD | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am AE | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am AF | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am AG | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am AH | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am AI | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am AJ | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am AK | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am AL | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am AM | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am AN | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am AO | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am AP | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am AQ | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am AR | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am AS | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am AT | 0.16 | 212 | 823 | 2034 | 1914 | 141 | - | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am AU | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am AV | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am AW | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am AX | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am AY | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am AZ | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am BA | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am BB | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am BC | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am BD | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am BE | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am BF | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am BG | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am BH | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am BI | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am BJ | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am BK | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am BL | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am BM | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am BN | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am BO | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am BP | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am BQ | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am BR | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am BS | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am BT | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am BU | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am BV | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am BW | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am BX | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am BY | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am BZ | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am CA | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am CB | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am CC | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am CD | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am CE | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am CF | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am CG | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am CH | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am CI | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am CJ | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am CK | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am CL | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am CM | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am CN | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am CO | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am CP | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am CQ | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am CR | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am CS | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am CT | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am CU | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am CV | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am CW | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am CX | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am CY | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am CZ | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am DA | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am DB | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am DC | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am DD | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am DE | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am DF | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am DG | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am DH | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am DI | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am DJ | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am DK | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am DL | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am DM | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am DN | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am DO | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am DP | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am DQ | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am DR | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am DS | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am DT | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am DU | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am DV | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am DW | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am DX | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am DY | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am DZ | | | | | | | | Procter | 0.04 | 254 | 256 | 273 | 27 | 273 | + |
| Am EA | | | | | | | | Procter | 1.04 | 14 | 481 | 504 | 492 | 80 | + |
| Am EB | | | | | | | | | | | | | | | |

4 pm close January 3

[illegible]

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| | | | | | | |
|------|-----|----|--------|--------|-------|------|
| 0.31 | 50 | 1 | 5 | 43 1/2 | 5 | +1/2 |
| 0.38 | 58 | 9 | 39 1/2 | 4 1/2 | 4 1/2 | +1/2 |
| 0.41 | 60 | 10 | 42 | 19 1/2 | 4 1/2 | +1/2 |
| 0.43 | 62 | 11 | 44 | 19 1/2 | 4 1/2 | +1/2 |
| 0.45 | 64 | 12 | 46 | 19 1/2 | 4 1/2 | +1/2 |
| 0.47 | 66 | 13 | 48 | 19 1/2 | 4 1/2 | +1/2 |
| 0.49 | 68 | 14 | 50 | 19 1/2 | 4 1/2 | +1/2 |
| 0.51 | 70 | 15 | 52 | 19 1/2 | 4 1/2 | +1/2 |
| 0.53 | 72 | 16 | 54 | 19 1/2 | 4 1/2 | +1/2 |
| 0.55 | 74 | 17 | 56 | 19 1/2 | 4 1/2 | +1/2 |
| 0.57 | 76 | 18 | 58 | 19 1/2 | 4 1/2 | +1/2 |
| 0.59 | 78 | 19 | 60 | 19 1/2 | 4 1/2 | +1/2 |
| 0.61 | 80 | 20 | 62 | 19 1/2 | 4 1/2 | +1/2 |
| 0.63 | 82 | 21 | 64 | 19 1/2 | 4 1/2 | +1/2 |
| 0.65 | 84 | 22 | 66 | 19 1/2 | 4 1/2 | +1/2 |
| 0.67 | 86 | 23 | 68 | 19 1/2 | 4 1/2 | +1/2 |
| 0.69 | 88 | 24 | 70 | 19 1/2 | 4 1/2 | +1/2 |
| 0.71 | 90 | 25 | 72 | 19 1/2 | 4 1/2 | +1/2 |
| 0.73 | 92 | 26 | 74 | 19 1/2 | 4 1/2 | +1/2 |
| 0.75 | 94 | 27 | 76 | 19 1/2 | 4 1/2 | +1/2 |
| 0.77 | 96 | 28 | 78 | 19 1/2 | 4 1/2 | +1/2 |
| 0.79 | 98 | 29 | 80 | 19 1/2 | 4 1/2 | +1/2 |
| 0.81 | 100 | 30 | 82 | 19 1/2 | 4 1/2 | +1/2 |
| 0.83 | 102 | 31 | 84 | 19 1/2 | 4 1/2 | +1/2 |
| 0.85 | 104 | 32 | 86 | 19 1/2 | 4 1/2 | +1/2 |
| 0.87 | 106 | 33 | 88 | 19 1/2 | 4 1/2 | +1/2 |
| 0.89 | 108 | 34 | 90 | 19 1/2 | 4 1/2 | +1/2 |
| 0.91 | 110 | 35 | 92 | 19 1/2 | 4 1/2 | +1/2 |
| 0.93 | 112 | 36 | 94 | 19 1/2 | 4 1/2 | +1/2 |
| 0.95 | 114 | 37 | 96 | 19 1/2 | 4 1/2 | +1/2 |
| 0.97 | 116 | 38 | 98 | 19 1/2 | 4 1/2 | +1/2 |
| 0.99 | 118 | 39 | 100 | 19 1/2 | 4 1/2 | +1/2 |
| 1.01 | 120 | 40 | 102 | 19 1/2 | 4 1/2 | +1/2 |
| 1.03 | 122 | 41 | 104 | 19 1/2 | 4 1/2 | +1/2 |
| 1.05 | 124 | 42 | 106 | 19 1/2 | 4 1/2 | +1/2 |
| 1.07 | 126 | 43 | 108 | 19 1/2 | 4 1/2 | +1/2 |
| 1.09 | 128 | 44 | 110 | 19 1/2 | 4 1/2 | +1/2 |
| 1.11 | 130 | 45 | 112 | 19 1/2 | 4 1/2 | +1/2 |
| 1.13 | 132 | 46 | 114 | 19 1/2 | 4 1/2 | +1/2 |
| 1.15 | 134 | 47 | 116 | 19 1/2 | 4 1/2 | +1/2 |
| 1.17 | 136 | 48 | 118 | 19 1/2 | 4 1/2 | +1/2 |
| 1.19 | 138 | 49 | 120 | 19 1/2 | 4 1/2 | +1/2 |
| 1.21 | 140 | 50 | 122 | 19 1/2 | 4 1/2 | +1/2 |
| 1.23 | 142 | 51 | 124 | 19 1/2 | 4 1/2 | +1/2 |
| 1.25 | 144 | 52 | 126 | 19 1/2 | 4 1/2 | +1/2 |
| 1.27 | 146 | 53 | 128 | 19 1/2 | 4 1/2 | +1/2 |
| 1.29 | 148 | 54 | 130 | 19 1/2 | 4 1/2 | +1/2 |
| 1.31 | 150 | 55 | 132 | 19 1/2 | 4 1/2 | +1/2 |
| 1.33 | 152 | 56 | 134 | 19 1/2 | 4 1/2 | +1/2 |
| 1.35 | 154 | 57 | 136 | 19 1/2 | 4 1/2 | +1/2 |
| 1.37 | 156 | 58 | 138 | 19 1/2 | 4 1/2 | +1/2 |
| 1.39 | 158 | 59 | 140 | 19 1/2 | 4 1/2 | +1/2 |
| 1.41 | 160 | 60 | 142 | 19 1/2 | 4 1/2 | +1/2 |
| 1.43 | 162 | 61 | 144 | 19 1/2 | 4 1/2 | +1/2 |
| 1.45 | 164 | 62 | 146 | 19 1/2 | 4 1/2 | +1/2 |
| 1.47 | 166 | 63 | 148 | 19 1/2 | 4 1/2 | +1/2 |
| 1.49 | 168 | 64 | 150 | 19 1/2 | 4 1/2 | +1/2 |
| 1.51 | 170 | 65 | 152 | 19 1/2 | 4 1/2 | +1/2 |
| 1.53 | 172 | 66 | 154 | 19 1/2 | 4 1/2 | +1/2 |
| 1.55 | 174 | 67 | 156 | 19 1/2 | 4 1/2 | +1/2 |
| 1.57 | 176 | 68 | 158 | 19 1/2 | 4 1/2 | +1/2 |
| 1.59 | 178 | 69 | 160 | 19 1/2 | 4 1/2 | +1/ |

FT GUIDE TO THE WEEK

4

TUESDAY

Funding for the tunnel

EURO TUNNEL The deadline for the Eurotunnel, which is to operate the channel tunnel, to complete negotiations with its bankers for additional funding to cover start-up costs. The company has raised about £3.95bn, but has said it needs at least another £1bn, mainly to cover debt servicing before the tunnel begins to break even on a cash basis. This is expected to happen in 1995.

Italian politics: Informal soundings are due to begin between Italy's political parties and the government of Carlo Ciampi to prepare for a planned vote of no-confidence in the government on January 12.

The European Commission meets ahead of its consultations in Athens on Wednesday with the Greek government, which has assumed the presidency of the European Union.

UK economy: The Bank of England's provisional estimate of the growth of the monetary base (M0) last month is likely to back up anecdotal evidence of strong retail sales before and after Christmas. Bank notes in circulation rose by 7.1 per cent in the week to December 29, compared with the same week in 1993.

5

WEDNESDAY

Greek agenda for the EU

The European Commission meets the Greek government in Athens to devise a working programme for the Greek presidency of the European Union.

Greek prime minister Andreas Papandreu and European Commission president Jacques Delors will try to present an image of workmanlike solidity. However, Athens is at odds with some member states over EU policy towards the former Yugoslav republics.

Bank of France: The names of six members of the nine-strong Monetary Policy Council, which will be responsible for interest rate policy at the newly independent Bank of France, are due to be announced today. The other three members will be Mr Jean-Claude Trichet, governor of the Bank of France, and his two deputies.

UK education: Sir Ron Dearing is expected to publish the final recommendations of his review of the national curriculum in England and Wales today. The report will influence industrial relations in schools and should also establish an educational blueprint for the next two decades.

Noise: New regulations on noise nuisance come into effect in the UK. Local authorities will be able to take action to stop noise, including entering a car to silence a wayward alarm.

6

THURSDAY

Bundesbank council meets

The policy-making council of the German central bank holds its first session of 1994. With interest rates on German government bonds finishing 1993 near their lowest levels since the second world war, there are strong expectations of a cut in the coming weeks in the "official" Lombard and discount rates from the current levels of 5.75 and 5.75 per cent respectively. The Bundesbank may act today.

George Soros, the international financier, concludes a three day visit to Israel during which he is expected to announce a series of investments in the country.

UK new vehicle registrations: The figures for November are due to be released by the Department of Transport. They are expected to confirm that the British market remains a healthy exception to a depressed Europe.

Anchor's away: The 40th London International Boat Show opens at Earls Court exhibition centre (to Jan 16).

Holidays: Markets are closed for the Epiphany holiday in Austria, Cyprus, Finland, Germany (Munich and Stuttgart only), Greece, Italy, Spain, and Sweden. Russia celebrates Orthodox Christmas (to Friday).

7

FRIDAY

Franco-Saudi co-operation

French Prime Minister Edouard Balladur (left) arrives for a two-day visit to Saudi Arabia. The talks are expected to cover political, economic and military co-operation. Mr Balladur will be hoping to promote the sale of French arms and military equipment. In particular, he will try to finalise a contract for the supply of frigates, worth an estimated FF20bn (\$3.4bn).

US employment figures for December will be keenly watched to see if they provide further evidence of robust fourth-quarter economic growth. A recent poll of economists points to expectations of a 225,000 increase in non-farm payrolls last month.

Paramount bid: The deadline for rival bidders Viacom and QVC Network to increase their offers for the US film and publishing group.

Holidays: Christmas for Coptic Christians of Egypt and Ethiopia.



World stock markets are entering the new year on a wave of optimism, with many scaling all-time highs

Measures which came into effect on January 1 1994

Trading partners: The North American Free Trade Agreement came into force, creating a single market comprising the US, Canada and Mexico. Bolivia, Colombia, Ecuador, Peru and Venezuela, the Andean Group, started a customs union. The first of its kind for developing nations, it will be a market of some 100 million people.

The European Economic Area, came into being, linking the 12 European Union members and five Nordic and Alpine states in a giant single market.

Greek presidency: Greece took over the presidency of the EU from Belgium. One of the most pressing topics on the EU's agenda is enlargement, with a March 1 deadline for completing negotiations for the admission of Norway, Sweden, Finland and Austria.

Emu part two:

European Monetary Union started its second and penultimate stage. The European Monetary Institute - the embryo central bank - began its work, with the Belgian Alexandre Lamfalussy (left) as its first president. It is still seeking premises in Frankfurt.

Central bankers' banker: The top job at the Bank for International Settlements in Basel, vacated by Alexandre Lamfalussy's move to the EMI, has been taken by Andrew Crockett, previously a director at the Bank of England. He has said he will focus on the problems associated with financial derivative instruments.

Footloose and duty-free: The value of duty-free gifts travellers within the European Union can bring home doubled to £100 (\$100). For those returning from outside the EU, the allowance has risen to £100 from £50. Alcoholic drinks, tobacco or perfumes are excluded, being subject to volume limits.

Duty-free shopping on journeys within the EU is set to end on 30 June 1999.

Road hauliers in the European Union will be free, but slower. Restrictions on cabotage, the right of a haulier from one member state to pick up and deliver a load in another, have been eased.

Rules have also come into force requiring new trucks of 12 tonnes gross weight and more to be fitted with speed limiters restricting them to 56mph (90kph). The UK already requires trucks of 7.5 tonnes or more to be limited to 60mph.

Germany's oil tax: Taxation on oil products rose by up to 20 per cent (for petrol) and 13 per cent (for diesel), which means an extra 16 pence on a litre of petrol.

Child allowances were cut to DM70 (\$41) per child per month, and are to be means-tested. Unemployment benefit has also been cut, by some 3 percentage points.

Pension contributions rose to more than 18 per cent of gross income, to prevent the state pension funds sliding into the red.

Train sets: Germany's rail companies, the Bundesbahn in the west and the Reichsbahn in the east, united as Deutsche Bahn. The railways are no longer a statutory body, which paves the way for eventual privatisation, some 10 years down the track.

The government has agreed to assume the railways' debts, to be paid for by increased oil taxes.

Commercial agents: The English Commercial Agents Regulations 1983 came into force, along with equivalent enabling legislative orders for Scotland and Northern Ireland.

These implemented the 1986 EC Directive 86/653, giving commercial agents who act for UK principals in countries of the EU (formerly EC) greatly increased rights. These include greater security of contract, compensation for loss of office, and disclosure of confidential information concerning their principals' business.

Many British companies took the precaution of seeking their commercial agents in advance of the new regulations.

The Irish Republic also brought the directive into force. The other EU states have already implemented it.

Lloyd's goes corporate

For the first time in its 300-year history, the Lloyd's of London insurance market (left) is to accept corporate members. Previously, only wealthy individuals, the Names, who have put all their assets at stake in supporting the market have been members. Now, companies, institutions and private investors of more modest means will be able to benefit from limited liability.

EIS supersedes BES: The Enterprise Investment Scheme came into being. It replaces the Business Expansion Scheme, set up in 1983 to encourage investment in trading companies. The BES became an easy tax break for higher earners, raising more than £3bn. Its successor is designed to be less generous.

500-year mark: Scotland's distillers have decided to designate 1994 the 500th anniversary of malt whisky, on the basis of a document dated 1494 which mentions materials supplied to a certain Friar John Cor "wherewith to make aquavitine".

8

SATURDAY

Clinton goes to Europe

US President Bill sets off for his first European trip since taking office in January 1993. It takes him to Brussels for the Nato summit (Jan 10-11). He then travels to Prague to meet Polish, Czech and Hungarian leaders.

Next stop is Russia for talks with President Yeltsin, but not with Vladimir Zhirinovskiy, the nationalist. Clinton also visits Minsk, in recognition of the Belarus decision to dismantle its nuclear weapons.

Finally, he goes to Geneva, for a session with President Assad of Syria. They are expected to discuss the Middle East peace process.

Japanese-Chinese relations

Japan's foreign minister Tsutomu Hata (left) begins a two-day visit to China. He will discuss with his opposite number, Qian Qichen, economic assistance, human rights issues, and North Korea's nuclear programme.

9

SUNDAY

Central bankers converge

Central bankers from the big industrialised countries travel to Basel for their first regular monthly meeting of the year at the Bank for International Settlements early next week.

Cinema buffs will be flocking to the Belgian capital for the start of The Brussels International Film Festival.

Sumo fortnight: The 15-day New Year Grand Sumo Tournament begins in Tokyo.

NEXT WEEK

A two-day summit of Nato leaders begins in Brussels on Monday January 10. The organisation has been seeking a role since the end of the Cold War. The trend of events in the former Soviet Union may give it a new sense of purpose.

The council of the European Monetary Institute holds a formal inaugural meeting in Frankfurt on January 11. As the institute still lacks premises in the city, the council will assemble in the town hall.

Compiled by Patrick Stiles.
Fax: (+44) (0)171 873 3194.

ECONOMIC DIARY

Other economic news

Wednesday: The German Federal Labour Office is expected to announce that unemployment continued to rise last month, both in western and eastern Germany. Economists fear that the recent spate of lay-offs announced by companies means unemployment will keep rising until mid-year, even though the economy may be stabilising.

US data on factory orders in November is expected to show a slight quickening of growth compared with October. This would be consistent with data published earlier by the National Association of Purchasing Managers.

Friday: The UK housing market comes under the spotlight with publication of the Halifax Building Society house price index for December. The Bank of England also publishes figures on mortgage lending in November. Last week, the eight biggest British banking groups announced a 2.6 per cent drop in their gross mortgage lending between October and November, caused by seasonal factors.

Canadian unemployment is expected to have risen in December to 11.1 per cent, despite a steady economic growth performance in 1993.

Statistics to be released this week

| Day | Released | Country | Economic Statistic | Median Forecast | Previous Actual |
|-------|-----------|-------------------------------|--------------------|-----------------|-----------------|
| Tues | US | Johnson Redbook - w.e. Jan 1 | - | - | - |
| Jan 4 | Japan | December Forax Reserves | - | - | +0.2% |
| | UK | Dec purchasing managers index | - | - | 54.2% |
| | Denmark | Dec Net Chg FX Reserves | - | - | DKG3.0bn |
| Wed | US | Nov factory orders | +1.3% | +1.2% | - |
| Jan 5 | US | Nov factory inventories | - | - | -0.1% |
| | Germany | Dec west German vacancies | -5,000 | -2,000 | - |
| | Germany | Nov west German employment | -55,000 | -93,000 | - |
| | Germany | Dec west German unemployment | +37,000 | +35,000 | - |
| | Germany | Dec east German unemployment | -12,000 | -14,000 | - |
| | UK | Dec official reserves | £50m | £77m | - |
| | Spain | Dec official reserves | Pls52bn | Pls52.2bn | - |
| | Canada | Nov industrial production | +0.4% | +0.4% | - |
| | Canada | Dec Foreign reserves | -C\$475m | -C\$517m | - |
| | Canada | Dec help wanted index | 90 | 89 | - |
| | Canada | Nov raw materials | -1.2% | +0.4% | - |
| | Australia | Nov current account | -A\$1.3bn | -A\$1.25bn | - |
| | Australia | Nov building approvals | -1.0% | +0.2% | - |
| Thurs | US | Initial claims - w.e. Jan 1 | 316,000 | - | - |
| Jan 6 | US | M1 - w.e. Dec 27 | - | - | - |
| | US | M2 - w.e. Dec 27 | - | - | - |
| | US | M3 - w.e. Dec 27 | - | - | - |
| | US | Nov home completions | - | 1.24m | - |

| Day | Released | Country | Economic Statistic | Median Forecast | Previous Actual |
|--------------------|----------|-----------------------------------|--------------------|-----------------|-----------------|
| Fri | US | Dec non-farm payrolls | +225,000 | +208,000 | - |
| Jan 7 | US | Dec manufacturing payrolls | +25,000 | +30,000 | - |
| | US | Dec hourly earnings | +0.2% | +0.2% | - |
| | US | Dec unemployment rate | 6.5% | 6.4% | - |
| | US | Nov consumer credit | +\$3.0bn | +\$3.1bn | - |
| | UK | Full monetary statistics | - | - | +0.4% |
| | France | Dec trade balance | +FF6.0bn | +FF3.8bn | - |
| | Canada | Dec employment | +0.0% | +0.5% | - |
| | Canada | Dec unemployment rate | 11.1% | 11% | - |
| During the week... | | | | | |
| | Germany | Nov industrial production | -0.1% | -0.4% | - |
| | Germany | Nov manufacturing output | -0.1% | -0.4% | - |
| | Germany | Nov manufacturing orders | +0.3% | -0.3% | - |
| | Germany | Dec cost of living | - | 0.3% | - |
| | Italy | Dec consumer price index official | -4.1% | -4.2% | - |
| | Italy | Third quarter GDP | -0.1% | +0.76% | - |
| | Spain | Oct industrial production | -1.0% | -1.7% | - |
| | Neth | Dec consumer price index | -0.1% | -0.1% | - |
| | Denmark | Nov unemployment | 12.3% | 12.4% | - |
| | Finland | Nov unemployment | 10% | 18.7% | - |
| | Belgium | Dec unemployment | 14% | 13.0% | - |
| | Switz | Dec federal consumer prices index | +0.0% | -0.1% | - |
| | Switz | Dec unemployment | 5.1% | 5.0% | - |

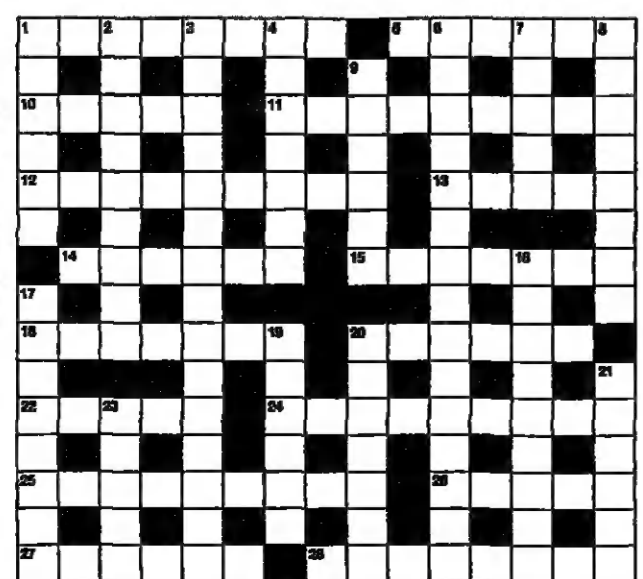
*month on month, **year on year Statistics, courtesy MMS International.

ACROSS

- Support the team that's bottom (6)
- By taking showers becomes smart (6)
- Fly round lake when sunny (5)
- Even cigar involved in complaint (6)
- Push southern girl into ring (9)
- Be less blue, free and shocking (5)
- Cries uncontrollably after swallowing hard substance (6)
- After glib speech name model (7)
- Gathering old fuel is dreary (7)
- Put an end to drink! (6)
- It's usually hot at the end of three months (5)
- Beaten up as dress is spilt (9)
- Stopped home before getting established (6)
- That is doctor you heard admitting it's steep (5)
- They wander into sand after reviewing an order (6)
- Groups of crossword compilers way inside? (8)

DOWN

- Next to live part (6)
- Heavenly castle I rebuilt half mile inside (9)
- Frank's just a footballer (15)
- Is in French accommodation carrying magazines (7)
- Rebels' turn to raise resolution (15)
- Secret hotel Queen used (5)
- Giving up struggling lie dying (8)
- Incentive to take tablet if retiring (6)
- Overlook Jack taking 50 inside as understandable (6)
- Sticking notice on his back inside (6)
- Go on empty lorry after all (6)
- For messy result first dip in pastry? (7)
- Dreads flying gliders at ground level? (6)
- Brush inside a tube somewhere (5)

PRIZE CROSSWORD
No.8,344 Set by GRIFFIN

A prize of a Pelikan New Classic 380 fountain pen for the first correct solution posted and five runner-up prizes of £25 Pelikan vouchers will be awarded. Solutions by Thursday January 13, marked Prize Crossword 8,344 on the envelope, to the Financial Times, 1 Southwark Bridge, London SE1 8HL. Solution on Monday January 17.

Name _____
Address _____

Winners 8,336

Cecilia Kershaw, London SW7;
L.S. Davies, Solihull, W. Midlands;
J.Doe, Bath; E.B. Hubbard, Leigh on Sea, Essex;
R. Martin, Groomont, N. York-shire;
D.I. Shaw, Chesham, Surrey.

Solution 8,336

SUBJECT STOPPAGE
EASY TO READ
GRAMPS STARTING
O R E S T O L
I E T T W
M E L P E N A L O V
G N T A G E
P E A N O L E
E A R N Y N E V E R A D E
A S A C H A N
I N T E R N A T I O N A L
N E A R V O E
T O L E R A T E C A R N E D



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Friendly and intelligent, dolphins have always had a special affinity with man. But they are also threatened in their natural habitats. By adopting a dolphin today, you can join a unique project to protect the beautiful bottlenose dolphins of Northern Scotland.

Created by the Whale and Dolphin Conservation Society it will provide you or a friend with a special insight into their fascinating behaviour.

Becomes a Friend of the Dolphins (£30), and you'll also receive a beautiful colour print of dolphins swimming in the wild.

USE ONE OF THE FOLLOWING METHODS TO ORDER YOUR DOLPHIN:

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